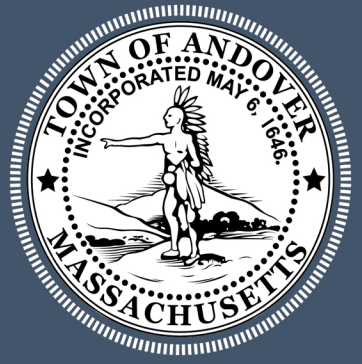


2020

ANNUAL REPORT

www.AndoverMA.gov



Town of Andover
2020 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

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TOWN OF ANDOVER

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To the Andover Community:

Last summer, when my term as Select Board Chair began, there was a growing sense of hope in our community that the spread of COVID-19 was slowing. Case counts were down, businesses had re-opened, and residents were emerging from their homes to shop and enjoy outdoor dining along Main Street. Now, after a harrowing fall and winter resurgence of the virus, we are again seeing hope return to Andover — this time buoyed by the availability of the vaccine and a sense that things truly are beginning to return to normal. Throughout this long period, two things have remained constant: our community’s resilience, and our Town’s commitment to serving its residents, businesses and visitors.

From the start of the pandemic, Andover’s response has been laser-focused on helping residents and businesses navigate this unprecedented time. Elder Services doubled its Meals on Wheels Program, the Recreation and Youth Services Divisions reimagined their programming, the Facilities and IT Departments helped schools implement a hybrid learning plan...the list goes on. At Town Offices staff quickly mobilized an outdoor customer service center to safely conduct transactions with the public. This unique service option was well received and we are excited to explore ways to continue this model of “one-stop-shopping” moving forward.

The pandemic has also afforded us the opportunity to look at our downtown differently. To support our businesses, Town staff quickly developed options and the Select Board approved policies to expand opportunities for restaurants to place tables and serve customers on downtown streets and on private property. The response was overwhelming: residents and visitors flocked to downtown Andover to dine in creative outdoor spaces, enjoying flower baskets, strings of lights, and the historic beauty of downtown. What began as a response to indoor restrictions has now become the new standard for warm-weather dining in Andover.

After several postponements, the 2020 Annual Town Meeting was ultimately held as a one-day outdoor meeting in September in order to mitigate the risks of COVID-19. Under a tent spanning 30,000 square feet, voters authorized the Town to sell 11 Lewis Street (the Old Town Yard), a landmark vote allowing Andover to move forward with the development of the Historic Mill District. Town Meeting also approved Community Choice Aggregation, allowing the Town to participate in a state-regulated program to purchase energy on behalf of Andover residents and most small businesses, and to provide vetted options so that residents can choose local sources of renewable power at competitive prices. This alternative electricity supply will offer consumers both protections and savings, while also supporting Andover’s sustainability goals.

Nothing has been more important to the Select Board during the past year than our ongoing work to make Andover a more inclusive and welcoming community. Our commitment is reflected in the Board’s adopted goals for 2020-2021, which include a range of objectives focused specifically on diversity, equity, and inclusion. In addition to conducting a town-wide survey and appointing a new Commission on Diversity, Equity and Inclusion, during the past year the Town engaged with a consultant to host 23 focus groups

reflecting a variety of constituencies of residents, business owners, and town employees in order to assess Andover's cultural and racial climate. The final report from these activities will serve as an important guide to understanding all aspects of our Town's future program of work. We all look forward to continuing this collaborative process.

Financially, Andover remains committed to addressing the greatest challenge posed to its long-term financial stability: our unfunded pension liability. After a series of reforms during recent years, including the successful establishment of a first-of-its kind program of employee contributions to unfunded liabilities, Andover is well-positioned to take the next step toward fully funding our pension fund. The Select Board is confident that the Town Manager's proposed Integrated Financing Plan will successfully solve an issue that, while not unique to Andover, can no longer be left unaddressed.

On behalf of the Select Board, I would like to express our deep appreciation to the Town Manager, his administrative team, Department and Division heads, and all our employees throughout the organization who have worked so tirelessly and creatively during the pandemic to keep the Town moving forward in such a positive direction. We are also grateful for the hard work and remarkable fortitude of the School Department during a year filled with unprecedented pandemic challenges. From our dedicated Town and School employees to our engaged residents and talented volunteers, we are lucky indeed to play a role in our Town's governance. As we look ahead to Andover's 375th celebrations, the motto chosen by the Anniversary Committee seems particularly apt: "Andover Thrives at 375."

Sincerely,

Annie Gilbert, Chair
Andover Select Board

Welcome to the Annual Report

I am pleased to submit my annual letter to the community as I prepare to begin my seventh year as Town Manager this fall. The Annual Report provides me with the opportunity to reflect on the past year and consider the organization's performance and its responsiveness to the changing demands of our community.

Andover's ability to meet the everchanging needs of our community was on full display this past year. The pandemic presented historic challenges and required Town leadership to reimagine how we provide even the most basic services. My commitment to remaining open and available to the public throughout the pandemic remained paramount and drove the decision-making process over this past year. Andover Town employees rose to the challenge and I could not be prouder the men and women who work for our organization.

Whether the challenge came in the form of a gas disaster or a pandemic, the goals for our organization have remained unchanged. The entire team remains focused on our mission and continues to provide 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.

The process of reimagining Town services strengthened our partnership with the business community. The Town was able to mobilize quickly and approve expanded outdoor dining opportunities by dedicating space on Main Street and throughout the community. This new dynamic created a vibrant downtown during the summer and into the fall and it was amazing to watch the community come together to support our restaurants and local businesses. This partnership with the business community was recognized by the Massachusetts Municipal Association as a best practice for meeting the business-related challenges created by the pandemic. Moving forward, I am excited for outdoor dining to remain a staple of downtown and a seasonal tradition.

It is no secret that our downtown is the heart of our community and brings us together for special occasions. While outdoor dining changed the atmosphere throughout the summer and fall months, we were able to make a statement with

holiday lighting beginning in November and throughout the holidays. While we were unable to come together in-person this past year, we made every effort to create a true sense of place for our community. I look forward to resuming many of our Town traditions later this year. I want to thank our team at the Department of Public Works for skillfully caring for our downtown over this past year and maintaining it as a welcoming space for both residents and visitors.



*Andrew P. Flanagan
Town Manager*

At our 2020 Annual Town Meeting, which was held in September of 2020, a major milestone was met for the development of the Historic Mill District. With nearly unanimous support, Town Meeting voted to authorize the Town to move forward with the sale of the Old Town Yard and solicit proposals to re-develop this property. Through a community authored process, we issued a request for proposals and received nine responses from the development community. The Town Yard Selection Committee will meet over the next several months and evaluate the proposals based on criteria that captures the community's vision for this area. I want to thank Town Clerk & Chief Strategy Officer Austin Simko and Land Use & Planning Director Paul Materazzo, as well as the hundreds of residents that participated in the process that led us to this point.

In addition to the focus on downtown and the Historic Mill District, the Town Manager & Select Board's goals for this past year have included developing a funding plan for the Town's unfunded pension liability, continuing to make forward progress on our capital projects and reaffirming our commitment to open space, sustainability and diversity, equity, and inclusion. I am pleased to report that we have made progress in all these areas. We have developed an Integrated Financing Plan that provides a solution for funding our pension liability and the construction of a new West Elementary and Shawsheen Preschool. The plan is sensitive of the impacts to the taxpayer and considerate of future priorities that will need to be considered in the coming years. I am hopeful that residents will vote

to approve both the pension funding plan and the construction of the new schools at the Annual Town Meeting on June 5th and at the ballot box on June 15th.

This spring we have moved into the newly renovated and expanded Robb (Senior) Center. This space will provide Elder Services with the opportunity to expand programming and to better serve and meet the needs of our senior community. In June, we expect to begin moving into the new BallardVale Fire Station which will be named in honor of the late Fire Department Chief William Downs. The new station provides the space necessary to ensure that Andover Fire Rescue can provide equitable services throughout the community for future generations. In addition to these two major building projects, work will soon begin on physical improvements to the Town Offices building. These improvements will ensure accessibility compliance throughout the building, expand public meeting spaces, and create a customer service center that will be unique to Andover.

We will soon begin a master planning process for the Shawsheen River. This work will provide us with a roadmap for future improvements, including potential river crossings and access points, along the river. The design process for the public access way to the Merrimack River continues with the goal of beginning construction later this year. This access way will provide the public with direct access to the Merrimack River and enhance recreational opportunity along the river.

This past year was our first full year of having a Sustainability Coordinator. 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 in advancing the priorities of the Andover Green Advisory Board, including Community Choice Aggregation which was approved at the 2020 Annual Town Meeting.

At the forefront of our work this past year has been an organizational commitment to becoming a community that embodies the values of diversity, equity, and inclusion. Over the past year, close to

2,000 residents engaged in a community assessment process that was designed to evaluate Andover's areas for improvement and make recommendations for how we can most effectively move forward. I appointed Andover's first Commission on Diversity, Equity and Inclusion this winter and they will be charged with analyzing the results of the assessment and making recommendations for how we can best implement the necessary actions to make Andover the most inclusive community that it can be. I want to thank Jemma Lambert, Director of Community Services, who has gracefully led this process and community discussion over the past year.

To help guide our work to be a more inclusive Andover, we have spent the last ten months assessing Andover's racial and cultural climate. This work has involved thousands of survey responses, over two dozen focus group conversations, and countless hours of work from staff and volunteers. This process will guide us moving forward. It is incumbent on us all to play a role in this, and I look forward to it being a part of it.

I want to thank the members of the Select Board for their partnership in this work. Their leadership and confidence have served as a compass for our town. My gratitude extends to our employees: through their dedication and creativity, we are able to thrive as an organization and community. It is a pleasure to lead such a capable and competent team that is extraordinarily focused on serving the community well.

To the community, I am grateful for your continued partnership and support. It remains my honor to serve as your Town Manager and I look forward to continuing to work together to move Andover forward. We have accomplished a great deal over the last year, and the next year will surely allow us to capitalize on our momentum and the shared belief that together we will keep moving Andover forward.

Sincerely,



Andrew P. Flanagan
Town Manager

Town of Andover Management Team

Town Manager	Andrew P. Flanagan
Deputy Town Manager	Michael A. Lindstrom
Assistant Town Manager	Patrick J. Lawlor
Chief Information Officer	Paul Puzzanghera
Community Development & Planning	
Director of Land Use and Planning	Paul Materazzo
Director of Conservation	Robert Douglas
Director of Public Health	Thomas Carbone
Inspector of Buildings	Christopher Clemente
Community Services	
Director of Community Services	Jemma Lambert
Director of Recreation	Christopher Dempsey
Director of Elder Services	Jane Burns
Director of Veteran Services	Mark Comeiro
Director of Youth Services	William Fahey
Executive Assistant to the Town Manager	Kathryn Forina
Director of Facilities	Janet Nicosia
Finance and Budget	
Director of Finance and Budget	Donna Walsh
Town Accountant/Assistant Finance Director	Hayley Green
Chief Assessor	David Billard
Collector Treasurer	Michael Morse
Purchasing Agent	Theresa Peznola
Fire Rescue Chief	Chief Michael Mansfield
Human Resources	Candace Hall (through 10/2020) Jessica Porter
Library Director	Barbara McNamara
Police Chief	Chief Patrick Keefe
Director of Public Works	Christopher Cronin
Superintendent of Schools	Sheldon Berman
Town Clerk & Chief Strategy Officer	Austin Simko

TOWN OF ANDOVER

MISSION & VALUES STATEMENT

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

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

The 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

Select Board

Annie Gilbert, Chair
Christian Huntress, Vice Chair
Dan Koh, Clerk
Laura Gregory
Alex Vispoli

School Committee

Shannon Scully, Chair
Lauren Conoscenti
Susan McCready
Paul Murphy
Tracey Spuce

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

Zoila Disla
Marilyn Fitzgerald
Leo Lamontagne
Vivian Marmol
Anngybel Moreta
Frank Rossi
Francisco Surillo

Trustees of Punchard Free School

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

Cornell Fund Trustees

Richard Bowen
Kenneth Ozoonian
Calvin Perry

Appointed Officials

Town Manager
Andrew P. Flanagan

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

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

Revenue and Expenditure Task Force	Scholarship Committee
Kevin Connors Melissa Danisch Joseph Guilmartin Thomas Hartwell Paul MacKay Timothy Vaill	Kate Allard Diane Costagliola Carolyn Hanson Deb Lenzi Eric Stubenhaus
Spring Grove Cemetery Trustees	TRIAD Council
Kevin Connors William Canane Sandra Dearborn Gail Ralston	Joseph Gifun John Howard Jr. Sreenivas Madras
Towle Fund	Town Governance Study Committee
George Nugent Melissa Strout Gloria Wager	Paul Cavicchi Paula Colby Clements Sheila Doherty David Floreen Richard Fox Andrew McBrien Dara Obbard Gail Ralston Austin Simko Aleksandra Stapczynski Jon Stumpf
West Elementary Building Committee	Zoning Board of Appeals
Rick Almedia Sheldon Berman Paula Colby Clements Heather Eigen Andrew Flanagan Mark Johnson Armata Kirpalani Steve Nembirkow Carol Green Jennifer Hunt Susan McCready Janet Nicosia Siggy Pfendler Paul Rollins Elizabeth Roos Tracey Spruce Donna Walsh	Denise Bordonaro Daniel Casper Brian Corrigan Kathy Faulk Ellen Keller Carol McDonough Michael Novaria Elizabeth Oltman Lisa Rechisky

Election Results for Annual Town Election
June 9, 2020

Office/Candidates	Precincts									Total
Moderator	1	2	3	4	5	6	7/7A	8	9	
<i>Sheila Doherty</i>	252	266	252	204	254	166	218	234	234	2,080
<i>Blanks</i>	46	49	48	61	50	38	56	60	84	489
<i>Misc. Others</i>	1	12	7	5	3	9	7	5	19	68

Office/Candidates	Precincts									Total
Select Board	1	2	3	4	5	6	7/7A	8	9	
<i>Laura M. Gregory</i>	229	206	225	158	219	132	198	219	212	1,798
<i>Stephen C. Prochniak</i>	59	98	76	99	72	73	76	69	104	726
<i>Blanks</i>	11	23	3	13	16	7	7	11	17	108
<i>Misc. Others</i>	0	0	3	0	0	1	0	0	1	5

Office/Candidates	Precincts									Total
School Committee	1	2	3	4	5	6	7/7A	8	9	
<i>Lauren Conoscenti</i>	180	144	164	122	148	107	156	179	156	1,356
<i>Amy Hafensteiner</i>	74	127	105	102	91	65	79	80	131	854
<i>Shishan Wang</i>	37	47	33	41	64	35	43	35	39	374
<i>Blanks</i>	8	9	4	5	4	3	3	5	8	49
<i>Misc. Others</i>	0	0	1	0	0	3	0	0	0	4

Office/Candidates	Precincts									Total
Trustees of the Punchard Free School	1	2	3	4	5	6	7/7A	8	9	
<i>Donald Schroeder</i>	201	208	211	170	172	133	184	179	211	1,669
<i>Paul MacKay</i>	169	186	178	152	172	126	157	154	182	1,476
<i>Blanks</i>	226	259	221	217	269	164	220	263	274	2,113
<i>Misc. Others</i>	2	1	4	1	1	3	1	2	1	16

57th Annual Founder's Day

Founder's Day was established by the Select Board in 1964 to mark the date of the Town's incorporation – May 6, 1646 – and to honor school and town employees who have served the town for 10 or more years. Due to COVID-19 restrictions, the Founder's Day ceremony was not held in 2020.

Town of Andover

35 Years of Service

Mary Jane Burwell	Information Technology
Daniel Igoe	Andover Police Department
Paul Hinds	Department of Public Works

30 Years of Service

Allen Smith	Department of Facilities
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25 Years of Service

Ryan Beal	Andover Fire Rescue
Charles Edgerly	Andover Police Department
Garrett Ferris	Andover Fire Rescue
David Froburg	Andover Police Department
John Gangi	Andover Fire Rescue
Michael Giammasi	Andover Fire Rescue
John Hines	Andover Fire Rescue
Glen Ota	Andover Police Department
Robert Pelletier	Andover Fire Rescue

20 Years of Service

Dean Baumeister	Memorial Hall Library
Barbara Burke	Community Development & Planning
Chad Cooper	Andover Police Department
Jeffrey Crane	Department of Public Works
Patricia D'Agata	Community Development & Planning
Robert Dalton	Andover Fire Rescue
Pamela Dipesa	Memorial Hall Library
Leonard Foote	Department of Public Works
Mark Gardella	Department of Facilities
Paula Hamel	Community Development & Planning
Mark Higginbottom	Andover Police Department
Charles Jessico	Andover Police Department
Christopher Kun	Department of Public Works
Joseph Magliozzi	Andover Police Department
Tammy Robichaud	Department of Facilities
Lynn Spitalere	Treasurer's Office

15 Years of Service

Gary Barnaby	Andover Police Department
Robert Douglas	Community Development & Planning
Sandra Gerraughty	Department of Public Works
Karla Kohl	Information Technology
Anthony Lombardi	Andover Youth Services
Felix Melendez	Department of Facilities
Christopher Morgese	Andover Fire Rescue
Vicki Murphy	Memorial Hall Library

10 Years of Service

Richard Capano	Andover Fire Rescue
Richard Krafton	Andover Fire Rescue
Alison Milne	Andover Police Department
Robert Moreau	Department of Public Works
Sean O'Day	Andover Police Department
Michael Oteri	Andover Fire Rescue
Susan Pimentel	Town Clerk's Office
James Spalding	Department of Public Works

Andover Public Schools

45 Years of Service

Patricia Thomson	West Elementary School
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30 Years of Service

Candace Hall-Nourse	Human Resources
Sharyn Taitz	West Middle School
Paul Willis	Andover High School

20 Years of Service

Christine Baldwin	Sanborn Elementary School
Maureen Belbin	Doherty Middle School
Christine Bronson	Wood Hill Middle School
Michelle Chachus	Andover High School
Abigail Cooper	Bancroft Elementary School
Karen Damphouse	Andover High School
Frank Defusco	Wood Hill Middle School
Jennifer Deschenes	Andover High School
Cynthia Distefano	Crossing Guard Services
Colleen Dolan	High Plain Elementary School
Kim Dowell	Wood Hill Middle School
Susan Farquhar	High Plain Elementary School

David Feole	Bancroft Elementary
Terri Feole	Food Services
Janet Hamilton	Bancroft Elementary
Barbara Lyle	West Elementary School
Jennifer Montgomery	South Elementary School
Kristen Moriarty	Bancroft Elementary School
John Palen	Andover High School
Carol Pehrson	Bancroft Elementary School
Elaine Pineault	West Elementary School
Lucia Rizzo	Andover High School
Joan Selby	Andover High School
Karen Shaheen Waters	Andover High School
Brian Shea	Andover High School
Catherine Tarr	Wood Hill Middle School
Marlene Theodorou	West Middle School
Norma Villareal	Wood Hill Middle School

15 Years of Service

Nancy Anderson	Food Services
Elizabeth Arnold	Andover High School
Edmund Brylczyk	Substitute Sevices
Hannah Buzby	Shawsheen School
Rita Casper	Student Services
Joan Collins	High Plain Elementary School
Kathryn Conti	Wood Hill Middle School
Shelley Coughlin Porter	West Middle School
Jessica Cross	Andover High School
Gretchen Curtis	Shawsheen School
Gretchen Detora	South Elementary School
Judith Dlesk	High Plain Elementary School
Pamela Federico	Bancroft Elementary School
Joan Field	High Plain Elementary School
Krista Galligani	Bancroft Elementary School
Jennifer Galvin	Bancroft Elementary School
Kerri Gazda	High Plain Elementary School
Kate Gerry	Bancroft Elementary School
Benjamin Gibson	Sanborn Elementary School
Mary Gustus	South Elementary School
Jennifer Hardin	West Elementary School
Martha Hyslip	Wood Hill Middle School
Julie Lovejoy	Bancroft Elementary School
Rosemary Manuel	High Plain Elementary School
Crystal Martell	Shawsheen School
Lillian Michalczyk	Crossing Guard Services
Alia Mohammed	West Elementary School

Gina Murray	Wood Hill Middle School
Kerri O’Dea	Wood Hill Middle School
Kelly O’Donnell	West Middle School
Ciara O’Keefe	High Plain Elementary School
Christopher Pascucci	Andover High School
Alison Phelan	Office of the Superintendent
Caitlyn Queenin	High Plain Elementary School
Susanne Rowe	Andover High School
Carolyn Royal	West Elementary School
Jennifer Sands	West Elementary School
Ann Sermos	Sanborn Elementary School
Zee Soffron	Wood Hill Middle School
Laurie Tetreault	Shawsheen School

10 Years of Service

Colleen Billings	Wood Hill Middle School
Gretchen Cesar	Andover High School
Lisa Collins	Andover High School
Arthur Crowell	West Middle School
Karen Curran	High Plain Elementary School
Caitlin Dotolo	Bancroft Elementary School
Lucie Dufresne	West Elementary School
Charlotte Dunn	Bancroft Elementary School
Pamela Dunn	West Elementary School
Robert Fraser	West Middle School
Colette Gencorelli	High Plain Elementary School
Melinda Gibbons	West Elementary School
Jason Gillespie	Andover High School
Christian Grange	Andover High School
Erica Hinchcliffe	Andover High School
Catherine Jacques	High Plain Elementary School
George Leeds	Student Services
Sean O’Connor	West Middle School
Anne Ogden	West Middle School
Dorothy Ogrodowczyk	Andover High School
Heather Pierce	South Elementary School
Kathryn Shockro	West Elementary School
Caroline Skrowyra	Doherty Middle School
Tara Stuart	High Plain Elementary School
Pamela Thomas	High Plain Elementary School
Wendy Tweedle	High Plain Elementary School
Vicki Weiler	Bancroft Elementary School
Paula Wala Westmacott	Andover High School
Robin Wilson	Doherty Middle School
Jessica Woods	Andover High School

Town Manager's Office

Select Board

Andrew P. Flanagan
Town Manager

Ann W. Gilbert
Chair, Select Board

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.

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.

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 COVID-19 Pandemic posed significant challenges globally, and right here in Andover. In the beginning of March, the Town Manager organized the Emergency Management Team to discuss the creation and deployment of a Coronavirus Task Force, charged with leading the town's response to COVID-19. The Coronavirus Task Force focused on ensuring the health and safety of the public and town employees, while maintaining crucial municipal services the public relies on. One of the major services the public relies on is communications and information. Protocols were put in place to brief the community regularly – in some cases multiple times per day on developments and changes to town services resulting from the pandemic. Town Offices never closed, and staff remained available to assist the public with all transactions. In some cases, we had to re-think our approach to service delivery and be ready to grapple constant change.

In order to continue to provide necessary customer services, the Town Manager's Office created a one-stop-shop Customer Service Center. This began as a resource outdoors in front of Town Offices, but eventually evolved to a presence inside the building. This service has now become a model the town will use moving forward to most effectively serve our customers.



Andover Select Board

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

Town Manager's Office

Andrew P. Flanagan
Town Manager

Michael A. Lindstrom
Deputy Town Manager

Patrick J. Lawlor
Assistant Town Manager

Kathryn L. Forina
Executive Assistant

In the first few weeks of the Governor’s stay at home order, the Town Manager’s office organized a number of COVID-safe events to engage the spirit of the community. On March 25th the town launched a “Light up Andover” contest, encouraging residents to decorate their homes with outdoor lights and decorations in patriotic and Andover colors to show support to our health care workers and first responders. With residents unable to gather with family and friends for their traditional springtime celebrations, the Town Manager’s office, with assistance from the Andover Police Department, Andover Fire Rescue and the Department of Public Works organized a bunny hope parade that covered over 75 miles of streets in town. The Manager’s Office also took part in a friendly competition with the managers of North Andover and Danvers in a Census Challenge. Andover residents competed with these neighbor communities to win the title of highest completion rate for the 2020 U.S. Census.

As the COVID-19 pandemic continued throughout the year, the Town Manager’s office provided communication through a plethora of channels including the town website, newsflash, Facebook and Twitter. A dedicated Coronavirus webpage was created on March 11th with information on Andover case counts, resources available and how to protect yourself from the virus. Daily updates were provided through all town channels from March 11th through May 1st, giving way to weekly updates as the town’s case count decreased in the late spring. On December 11th Andover was designated as a “Red-High Risk Community” and daily updates resumed.

In the summer of 2020 the Town Manager’s Office in collaboration with the town’s department of Community Services launched Andover DIVERSE and began important work on Diversity, Equity and Inclusion. In September a community conversation on matters of race/racism, equity, diversity and inclusion. Some 125 individuals came together for a virtual meeting to talk about making positive change here in Andover. In December, a community wide survey was launched. Work will continue in 2021 including the appointing of members to the town’s Commission on Diversity, Equity and Inclusion.



85

Andover residents who volunteered to serve on Boards and Committees in 2020

27%

Increase in subscribers to Andover News

500+

Communication updates to the community about COVID-19 Response

Finance & Budget

Donna M. Walsh
Director

The Finance and Budget Department is comprised of five divisions: Finance Administration, Accounting, Assessing, Treasurer/Collector, and Central Purchasing.

Finance Administration

Finance Administration is responsible for management of the Finance and Budget Department, as well as the town's financial planning and budget preparation. The Finance Director is also responsible for administration of the Health Insurance Trust as well as the OPEB (Other-Post Employment Benefits Trust). In 2020, special legislation allowed for the town to operate on monthly budgets approved by the Select Board until such time that a safe Town Meeting could be held. The Finance and Budget Director prepared monthly budgets for July, August and September in order to maintain continuity of operations for both the town and school departments. Finance Administration works closely with the Finance Committee on the publishing of the Finance Committee Report which is issued to voters prior to the Annual Town Meeting.

The Town of Andover continues to be recognized by the Government Finance Officers Association (GFOA) for its budget preparation. The GFOA Distinguished Budget Presentation Award is presented to communities that produce a budget that conforms with the rigorous standards of GFOA.

Accounting

The Accounting Office is responsible for the maintenance of all financial records of the town and ensures compliance with federal, state, and local regulations. The Accounting Office is responsible for processing payroll, accounts payable, fixed asset inventory, and the oversight of departmental appropriations. All invoices are audited and approved for payment through the Accounting Office.

The Town Accountant also serves as an ex-officio member of the Andover Contributory Retirement Board, and is currently serving as the Chair of that board.

In 2020, the federal Coronavirus Aid, Relief, and Economic Security Act (CARES) provided local governments with funds to respond to the pandemic. The Town Accountant oversees these funds to ensure allocations meet both federal and state standards. The Accounting Office also is responsible for calculating and determining applicable reimbursement of emergency expenses through the Federal Emergency Management Agency (FEMA).

This marked the third consecutive year that the Accounting Office played a critical role in emergency response. In 2018 and 2019, the Accounting Office tracked and developed accounts for the town's response to the Merrimack Valley Gas Disaster.

Christine Barraford
Executive Secretary
Finance Department

Hayley Green
Assistant Finance Director
Town Accountant

Jared Mullane
Assistant Town Accountant
Town Auditor

Lisa Marget
Payroll Administrator

Colleen Currier
Accounts Payable Coordinator

Priscilla Loring
Accounting Assistant

Assessing

The Assessor's Office, under the direction of the Chief Assessor, 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, commercial/industrial, and personal property tax rates.

The Assessor's Office processed 33,403 excise tax bills in Fiscal Year 2020. The Assessor's Office administers the property tax exemption programs for qualifying widows, veterans, blind persons, and seniors. In FY2020, the Assessor's Office processed 126 exemptions valued at \$137,586 for the Andover Means Tested Senior Tax Exemption. Additionally, the Assessor's Office works in conjunction with the Elder Services Division on the administration of the town's senior work program, which allows seniors to exempt a portion of their tax bill by working within town or schools. With 200 senior workers participating in this program in a variety of settings, Andover's program is one of the most robust senior tax exemption programs in Massachusetts.

David Billard
Chief Assessor

Patricia Sullivan
Senior Assessor

Anne Berthold
Office Coordinator

Jane Melia
Office Assistant

Louis Logue
Property Lister

Annual Property Valuations			
Property Type	FY2019 Value	FY2020 Value	FY2021 Value
Single Family	\$5,631,065,600	\$5,928,243,700	\$6,058,256,300
Condo	\$571,908,800	\$634,339,600	\$665,113,000
Multi Family	\$442,697,500	\$499,783,500	\$505,848,200
Vacant Land	\$50,522,000	\$59,940,700	\$56,715,700
Other Residence	\$19,658,900	\$28,446,400	\$28,981,900
Commercial	\$583,641,217	\$603,835,939	\$604,289,639
Industrial	\$638,543,300	\$674,846,600	\$680,915,600
Mixed Use	\$132,517,700	\$50,733,800	\$54,519,100
Personal Property	\$250,782,409	\$318,839,379	\$373,031,118
Total	\$8,321,337,426	\$8,799,009,618	\$9,027,670,557

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 Law. The Central Purchasing Office also coordinates insurance and risk management for all Town and School departments – with the exception of health insurance. Central Purchasing also manages property insurance claims as well as pothole claims.

In 2020, there were 51 bids managed by the Purchasing Office and 100 contracts were executed.

Theresa Peznola
Purchasing Agent

Janet Brewer
Purchasing Assistant

100

Contracts executed by the
Purchasing Division

1,600

Vendors registered with
the Accounting Office

\$322,224

Value of property exemptions
granted to qualifying
individuals

Collector/Treasurer

Michael Morse
Collector/Treasurer

Peter Forcellese
Assistant Collector/Treasurer

Lynn Spitalere
Cash Manager

Tara Hurley
*Water/Sewer
Account Supervisor*

Jennifer Callahan
Office Assistant

Lisa Ring
Office Assistant

The Collector/Treasurer 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, payment of vendors, and the reconciliation of checks and bank accounts. The Collector/Treasurer's Office also issues debt required for authorized short-term and long-term borrowing.

In response to the COVID-19 pandemic, in April of 2020 the Collector/Treasurer extended the real estate and property tax bill deadline from May 1 to June 1. In coordination with the town's Customer Service Center, the Collector/Treasurer's Office setup outside payment acceptance tables to allow customers to pay and post their tax payments on demand.

The Collector/Treasurer's Office also used CARES Act funding to purchase a new online payment portal that allows users to view all bills, past payments, and all relevant information in one place. This streamlined payment option creates efficiencies for residents and businesses as well as staff in the Collector/Treasurer's Office.



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.

Carol Hajjar McGravey Esq.
Assistant Town Counsel

In 2020 Town Counsel's legal services were dominated by the COVID-19 pandemic. After the Governor's March 10, 2020 Declaration of Emergency, the legal requirements of the conduct of the Town's functioning were changed by the Massachusetts Legislature and the Governor, on a weekly and sometime on a daily basis.

The legislature enacted many special acts and the Governor issued more than fifty emergency executive orders relating to town government, including areas such as the conduct of virtual meetings, the timing of the Town's Annual Town Meeting, the requirement to wear face coverings and other acts.

The Town's annual election in March was delayed as the result of Town Counsel, as requested by the Select Board, obtaining an emergency order from the Essex County Superior Court allowing the continuance of the election due to COVID-19 considerations. The Order was obtained even though the Superior Court as well as the Court Clerk's Office were not open for normal business, thus requiring Town Counsel to work on a virtual basis with the Court Clerk, who was working at her home and with the Superior Court Judge.

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

In 2020, 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.

Special Counsel

The Town engaged outside counsel for services relating to the Town Yard Land Disposition Agreement and for labor related legal matters. Special Labor Counsel advised the Town Manager on personnel matters including labor arbitration and assisted with the negotiation and drafting of collective bargaining agreements.

Notable Legal Advice

- Provided advice on a Request for Proposals and Land Disposition Agreement for the sale of the former Town Yard on Lewis Street
- Provided advice on a swap of land on Tewksbury Street which is 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 which is under the control of the Conservation Commission, including drafting a special act to be enacted by the legislature authorizing the land swap
- Provided legal support through the drafting of contracts, deeds, easements, land use restrictions, releases and agreements
- Provided advice to the Town Zoning Bylaw Review Committee regarding proposed revisions to the Town's Zoning Bylaw
- Provided advice on modifying Select Board policies in order to allow outdoor restaurant dining and alcohol beverage service as a result of the COVID-19 pandemic
- Provided advice to the Andover Green Advisory Board relating to a warrant article for a solar energy bylaw
- Provided advice regarding rejection of a bid by an electrical contractor on the Ballardvale Fire Station project. The contractor protested to the Massachusetts Attorney General and the Attorney General denied the protest
- Negotiated contracts for the curbside pickup of trash and recyclable materials
- Negotiated a lease with the United States Post Office for the Post Office in the Town House
- Negotiated a lease with the Federal Aviation Administration for land at the Water Treatment Plant
- Provided advice to Town board members on the Conflict of Interest Law
- Provided advice to the Conservation Commission regarding an appeal by ten residents to the Department of Environmental Protection of an Order of Conditions allowing construction of a pumping station at Dale Street to proceed. The DEP did not agree with the grounds for the appeal and issued a Superseding Order of Conditions allowing the project to proceed
- Provided advice on a Select Board policy for small cell 5G communications facilities
- Provided advice to the Town's Records Access Officer regarding requests for public documents
- Drafted protocols for Town Boards and Committees for virtual meetings due to COVID-19
- Drafted a special act for the legislature to enact regarding a conveyance of land to an abutter of Spring Grove Cemetery
- Drafted a Declaration of Emergency in the Town of Andover for the Select Board to sign due to the Coronavirus
- Assisted in drafting a consulting agreement for an energy municipal aggregation plan

Town Clerk's Office

Austin Simko
Town Clerk
Chief Strategy Officer

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 a wide range of innovative, efficient, high quality service to Andover's residents and others who interact with Andover's municipal government.

The Town Clerk's Office administered the Presidential Primary Election on March 3, 2020, the Annual Town Election on June 9, 2020, the State Primary Election on September 1, 2020, and the General Election on November 3, 2020. Further, the Town Clerk's Office coordinated the Annual Town Meetings on September 12, 2020. The COVID-19 epidemic caused the postponement of the Annual Town Election and the Annual Town Meeting, and significantly impacted the manner in which each of these events was conducted. For example, Annual Town Meeting was held outdoors beneath a tent, and the elections were conducted primarily through mail-in ballots.

The Town's vital records from 1985 have been scanned and are now issued through a scanning program that continues to provide significant 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.

C. Dawne Warren
Assistant Town Clerk

Susan Pimentel
Office Assistant

Jamie Doherty
Records Specialist

Stephanie Vaccaro
Customer Service Assistant



Town Census

In January, the Town Census was mailed to 12,500 households. The Town's population at the completion of the Census was 32,525.

Precincts & Voters

Overall, the Town Clerk's Office processed a total of 3,223 new voter registrations in 2020. The year ended with 25,372 registered voters (24,801 Active and 571 Inactive) in Andover's nine precincts and one sub-precinct:

Precinct 1 –	2,181	Precinct 2 –	3,122	Precinct 3 –	2,768
Precinct 4 –	2,881	Precinct 5 –	3,193	Precinct 6 –	2,924
Precinct 7 –	2,168	Sub-precinct 7A –	643	Precinct 8 –	2,704
Precinct 9 –	2,788				

<u>Elections/Town Meetings Voters</u>	<u>Date</u>	<u>No. Voted</u>	<u>% of All</u>
Presidential Primary	March 3 rd	8,766	35.2
Annual Town Election	June 9 th	2,637	10.5
State Primary Election	September 1 st	7,980	31.4
Annual Town Meeting	September 12 th	364*	1.5
General Election	November 3 rd	21,901	83.5

* First Night Attendance



3,223

New voter registrations in
2020

83.5%

Voter turnout in the
November 3rd Election

28,000

Square feet – the size of the
tent used at the Annual Town
Meeting

Technology

Paul J. Puzanghera
Chief Information Officer
@AndoverCIO

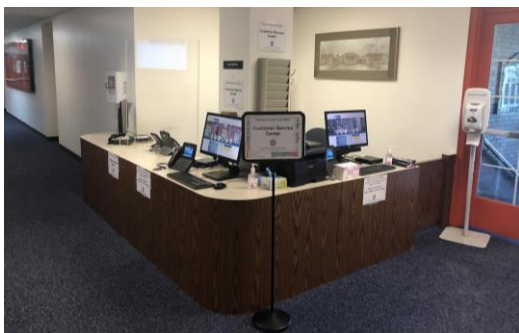
While all aspects of Town Government were deeply engaged in the pandemic response, the IT Team was called upon to rapidly deploy technology platforms to support all transitional activities. On March 15th schools decided to go virtual beginning the next day, followed shortly thereafter by the town moving to a reduced staffing model.

Thanks to the town's earlier foresightful investment in student technology, network capabilities and cloud-based applications we were able to pivot relatively seamlessly to the new remote working and learning paradigm.

Customer Service Team

The Customer Service Team has been focused almost exclusively on pandemic response. We needed to rapidly deploy devices to our 2000+ elementary students who were previously accustomed to only using technology at school. Students in grades 6-12 have been part of our Bring Your Own Device program and were well positioned to transition. All staff and students were previously trained on the use of Google Classroom and Google Meets and were thus able to inaugurate remote learning via video conferencing immediately.

On the Town side, most but all staff, were already equipped with mobile devices but had limited video conferencing capabilities. Additional devices were procured and all staff are now fully "work from home" enabled. Furthermore, to protect staff and citizens we worked with the Town Manager's office to rapidly a new self-contained Customer Service Center. We are in the process of expanding those capabilities to provide full virtual services across all departments.



Administrative Team

Patricia Fitzpatrick

Customer Service Team

James Casey

Customer Service Manager

Eliud Felix

Ann Gubellini

Joseph Hadley

Bonita Hajjar

Joseph Huskey

Mark Snowdon

Platform Team

Joseph Piazza

Enterprise Platform Architect

Chris Primes

Dennis Wynne

Solutions Team

Karla Kohl

Enterprise Solution Architect

Mary Jane Burwell

Jeffrey Cary

Daniel DiCesare

Laura Hall

Eric Levy

Wallace McKenzie

Donald Miller

Information Technology

Mission

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

Platform Team

To further facilitate remote work the Platform accelerated a planned migration to Microsoft 365 which transitioned all of our email and Office capabilities to the cloud. This also introduced Microsoft Teams and numerous other collaboration tools. The team is presently in the process of rolling out a companion mobile telephony solution to enable 24x7 remote communication. Other accomplishments:

- Designed and implemented the IT component of new construction at Town Yard, Robb Senior Center, Ballardvale Fire Station, West Elementary School
- Upgraded conferencing capabilities to permit remote board meetings
- Worked with Public Safety to enhance communications redundancy
- Developed integrations to automate new staff and student on-boarding
- Added outdoor Wi-Fi to Memorial Hall Library
- Upgrade Cisco VoIP Unified Communications platform

Solutions Team

Over the summer it became apparent that schools would continue to require a largely remote approach for the 2020-21 school year. Consequently, the decision was made to implement a full-blown Learning Management System to provide a comprehensive framework for shared learning. This decision was made on late July. During the next 45 days school and IT teams selected the Schoology LMS platform, configured the look and feel, loaded student and class data and developed a staff training in time for the start of school. Other accomplishments:

- Implemented SeeSaw LMS for younger learners
- Implemented COVID symptom tracking system for staff
- Launched Citizen Transparency capabilities
- Began migration of on-line permitting system to ViewCloud
- Began migration to new cloud-based GIS platform
- Migrated to new cloud-based meal ordering and payment systems
- Deployed new internal source control and programmer productivity tools
- Launched SimpleK key management system
- Converted Aspen student management system to accommodate new cohort-based scheduling
- Launched DocuSign electronic signature platform and assisted departments in transitioning existing paper-based forms
- Launched Microsoft Bookings to enable on-line appointment scheduling
- Initiated requirements process for new water utility billing system

30,000

Average number of devices on town network each day

3,000+

Number of mobile devices distributed to staff and students during pandemic

45

Number of days from first vendor contact to full deployment for Schoology LMS

Community Services

Jemma Lambert
Director of Community Services

The Department of Community Services is comprised of the Divisions of Elder Services, Recreation, Youth Services, Veterans Services and new this year, Andover DIVERSE; a Division focused on advancing community-driven initiatives and engagement with the goal of building a more diverse, inclusive Andover.

The Department of Community Services focuses its work and mission on improving the quality of life for all who call Andover home by offering a range of services and programs including but not limited to:

- After school child care
- Accessible transportation
- Critical elder services such as home delivered and congregate meals
- Veterans benefits, family support and patriotic celebrations
- Youth development and leadership
- Seasonal recreation, summer camps and organized sports programming
- Cultural celebrations

COVID-19

The onset of pandemic presented enormous challenges for this Department, challenges which impacted the way in which we deliver services and ensure for the safety of those most vulnerable in Andover. Ever-changing state guidance substantially impacted our ability to benefit from the contributions of hundreds of volunteers and severely limited both the type and size of classes, camps and events we have been able to offer our community.

Despite these challenges, the Department of Community services remained open, providing without interruption, critical services to elders and their families, soon followed by summer camps and activities for Andover's youth and families, advocacy and support for Andover veterans and their dependents, and continued work advancing the critical work on diversity, equity and inclusion. Despite our best efforts, the pandemic wreaked havoc on our Recreation budget in particular; an impact which will take some time to recover from.



Grants and Donations

Elder Services
\$244,850

Youth Services
\$55,000

Veteran Services
\$3,040

Individuals Served

Recreation
2,769

Youth Services
1,580

Elder Services
1,537

Veteran Services
594

Diversity, Equity and Inclusion

In July, 2020 Town Manager Andrew Flannagan created the Andover DIVERSE Division intended to focus solely on advancing community driven initiatives aimed at building a more diverse and inclusive Andover.

The first order of business in this effort was to invest in a Diversity Audit; a process designed to gain an appreciation of the experiences of the Andover community where race, racism, equity, justice and inclusion are concerned. The town engaged populated a working group of interested community volunteers to steer this data gathering effort. To date this team has:

- Crafted and launched a community-wide survey
- Designed and launched a series of 24 community focus groups to engage in conversation about racism, equity, justice and inclusion with those wishing to voice their experiences
- Crafted a proposed structure and mission for a permanent Commission on Diversity, Equity and Inclusion.

Elder Services

On March 16, 2020, many businesses and services closed as a result of the COVID-19 pandemic. However, Elder Services was designated as essential and thus continued to serve as a resource and support for the senior community. Division staff and Meals on Wheels volunteers continued to provide support to residents with a focus on nutrition and reducing social isolation. The Meals on Wheels Program was expanded and offered to all residents 60+. By June the program doubled in capacity.

The Senior Center immediately began virtual programming by offering fitness and other programs through Zoom and Facebook. During the summer and fall, fitness also continued outdoors. On July 20, Senior Connections successfully and safely resumed in-person programming.

As Elder Services staff continued to respond to the pandemic, construction continued on the new Robb Center; a projected slated for completion in the Spring of 2021.



Jane Burns
Director of Elder Services

Kristine Havemeyer
Outreach Coordinator

Shawna McCloskey
*Outreach/Transportation
Coordinator*

Ashley English
Volunteer Coordinator

Kelly MacKay
Program Coordinator

Christine Marshall
Office Assistant

Caren Connor
Office Assistant

Francisco Melendez
Food Service Coordinator

Susan Starbird
Food Service Worker

Stephanie McSurdy
Social Day Coordinator

Patricia Barrett
Mary McGettrick
Social Day Care Assistants

Ed Blinn
Tina Solari
Food Service Workers

Sharon Thomson
Community Outreach Nurse

George Perakis
George Thomson
Drivers

584

Volunteers who
contributed to Community
Services programs in 2020

6,480

Unique Community Service
program participants

29,000

Meals delivered to homes in
2020

Mark Comeiro
Director of Veteran Services

Veteran Services

This past year, the Veteran Services Office responded to numerous public assistance requests from Veterans for fuel, food, housing, burials, medical needs and other needs culminating in \$68,928 disbursed to Veterans and their dependents. This public assistance program is paid for by the Town and reimbursed 75% by the Commonwealth of Massachusetts.

Obtaining federal benefits for Andover Veterans is a priority which includes service connected disability claim processing. Andover residents receive over \$800,000 in tax-free federal Veterans' benefit dollars annually – chiefly through service-connected disabilities and widows' pensions.

The Veterans Office planned and coordinated Patriotic Ceremonies in observance of Memorial Day, Flag Day, September 11th, Veteran's Day, Pearl Harbor Remembrance, 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 cancelled due to COVID-19.



Jessica Downing
Director of Recreation

Recreation

The Recreation Division manages a wide variety of community programming intended to support youth and families including:

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

The Recreation Division continued to operate programs, events, and facilities through the pandemic to support the social and emotional health of Andover citizens while many other municipalities paused their services. All in-person programs and events were managed with no confirmed COVID-19 transmission. Virtual programs were also conducted in March of 2020 to provide social and emotional support during an isolating period of the pandemic.

Christopher Dempsey
Assistant Director of Recreation

Jeffery Newman
Recreation Coordinator

Kourtney Crampton
Kid Care Coordinator

Sophie Stahley
Finance Coordinator

Jennifer Lawlor
Office Assistant



Youth Services

Following the youth development model, Andover Youth Services provides an all-inclusive recreational, educational, social and support program for Andover's 11-18 year-olds. AYS implements a range of programs and events designed to engage Andover youth. AYS creates experiences that allow young people to build new relationships, develop an identity, exercise independence and engage in physical activity.

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.

The Division recognizes the negative effects the pandemic has wrought on many Andover youth. We worked hard throughout the year to provide in-person programs to the extent allowable in an effort to reduce isolation, maintain connection and improve physical health. We're pleased to report zero cases of COVID transmission among those youth participating in our activities.



William Fahey
Director of Youth Services

Glenn Wilson
Assistant Director of Youth Services

Anthony Lombardi
Program Coordinator

Jaelyn Stackhouse
Program and Outreach Coordinator

Neal Callahan
Program Assistant

Planning & Economic Development

Paul Materazzo
Director

The mission of the Andover Planning 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 2012.

The Planning & Economic Development Division is responsible for a wide range of activities associated with development, transportation and economic growth in the Town. The division administers land use regulations governing residential, industrial and commercial development, and is responsible for processing plans for nearly all new projects in the Town. The Planning Division is responsible for coordinating all major local and regional transportation improvement projects and provides professional technical support to the Planning Board, the Town Manager and the Select Board, as well as a number of special committees and working groups.

The Master Plan 2022

Every ten years, Andover should update its Master Plan. A Master Plan outlines what the community, as a whole, envisions for its future through a vision statement, goal setting and creating objectives that will be implemented by town staff, boards, commissions, committees and volunteers. Knowing that there will be growth, it serves to guide the overall physical form, character and evolution of Andover. The Town Manager and the Planning Board will assemble a Master Plan Steering Committee to kick-start the update to the 2012 Master Plan.

Andover Historic Mill District

Following overwhelming support from the community at Town Meeting 2020, the Town has commenced the process of selling the Old Town Yard. In January 2021 the Town of Andover appointed a selection committee charged with seeking a qualified developer to acquire and redevelop the former Town Yard site in the heart of the Historic Mill District (HMD). The site, consisting of several parcels owned by the Town of Andover, is available for purchase by a developer selected pursuant to the community authored Request for Proposals (RFP). The site, which totals approximately three acres, forms an important development site for the Town given its proximity to the MBTA Commuter Rail station, the Shawsheen River and downtown Andover. Located at the center of the recently rezoned HMD, the Town Yard offers a unique opportunity for Transit-Oriented, Mixed-Use development. The community seeks to replace a tired industrial use with vibrant, attractive development that links the downtown to transit and provides a vital anchor for a revitalized Historic Mill District. For the anticipated redevelopment of the former Town Yard to be truly successful, it should catalyze, support, and facilitate district-wide improvements.



Lisa Schwarz
Assistant Director of Planning

Ann Ormond
*Director of Business Arts &
Cultural Development*

Jacki Byerley
Planner

Anthony Collins
Associate Planner

**Boards and Committees
Supported by the Planning and
Economic Development
Division**

- Planning Board
- Economic Development Council
- Historic Mill District Task Force
- Zoning Bylaw Study Committee
- Housing Partnership Committee
- Housing Trust Fund Board of Trustees
- Parking Implementation Committee
- Open Space Task Force
- Master Planning Steering Committee
- Andover Cultural Council
- Merrimack Valley Planning Commission
- Merrimack Valley Regional Transit Authority
- Merrimack Valley Transportation Management Association

Covid-19 Response

In response to Covid-19, the Planning team organized a comprehensive and coordinated response for the business community. During the pandemic the Planning team maintained daily communication via email, phone, virtual and one-on-one meetings on important updates from the federal, state, and town governments. The Planning Division presented all grant and loan opportunities to the business community offered by the SBA, FEMA, State and other regional partners. In conjunction with internal town departments, developed and implemented a town-wide outdoor dining program for 35 restaurants and food establishments. To support local businesses, the division Established a Back to Business Grant program aimed at offering financial support for retail, restaurant, service and non-profit and cultural organizations and coordinated and deployed numerous takeout and curbside signage locations throughout the downtown. The “We are Safely Open” campaign was developed during the summer which resulted in increased social media interest. Through the Merrimack Valley Business Resiliency Fund, the Town coordinated the distribution of 50,000 pieces of Personal Protective Equipment (PPE) to Andover based businesses.

Community Outreach

In response to the health and safety guidelines that limited in-person meetings during the pandemic, the Andover Planning Division pivoted to utilize various online platforms for community input. Our team facilitated virtual public meetings, office hours, and conducted community surveys to continue our robust public engagement strategy which seeks to include Andover community members in the planning process. Over the past year, the Planning Division has refreshed the “Doing Business in Andover Guide”, developed an interactive project-based story mapping tool and has launched a new twitter feed for the division. To learn more about ongoing projects, initiatives and community engagement, feel free to visit the following website for more information: www.andoverma.gov/planning



@PlanAndover



@andoverdowntown

200+

Businesses assisted during COVID-19

\$74,370

In rent or mortgage assistance provide to families

50,000

Pieces of personal protective equipment supplied to businesses

Building

Christopher Clemente
*Inspector of Buildings
 Building Commissioner*

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.

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.

Raymond Costello
Local Building Inspector

Paul Kennedy
Electrical Inspector

Michael Magliaro
Plumbing and Gas Inspector

Gina Decareau
*Building Administrative
 Secretary*

Barbara Burke
Zoning Administrative Secretary

Permit Type	2018	2019	2020
New Dwellings	24	26	18
Additions/Alterations to Single Family Dwellings	1,201	1,693	1,323
New Multi-Family Dwellings	9	5	5
Additions/Alterations to Multi-Family Dwellings	74	91	92
New Commercial & Industrial Buildings	2	5	2
Additions/Alterations to Commercial and Industrial Buildings	143	137	113
Schools/Public Buildings	16	5	8
Swimming Pools	15	20	40
Signs, Chimneys, Wood Burning Stoves, Raze Permits	102	104	78
Solar	77	123	92
Mechanical / Sheet Metal Permits	164	201	174
Certificates of Inspection	81	85	79
Fire Alarm Systems	53	62	60
Fire Sprinkler Systems	86	67	57
Accessory Structure	-	20	25
Tents	-	-	33
Total Fees Collected	\$2,798,522	\$3,090,755	\$3,003,451
Total Estimated Value	\$221,865,120	\$795,591,616	\$255,914,338

\$3M

Over \$3 million in permit fees collected

33

Tents permitted for COVID-19 related activities

40

Swimming pools permitted. A record for the Building Division

Conservation

Robert Douglas
Director

The mission of the Andover Conservation Commission is to protect Andover's natural resources and to act as trustees in perpetuity of the Town's conservation land.

The Conservation Division is responsible for protection of Andover's rivers, lakes and wetlands, and provides Staff support to the Andover Conservation Commission. The Wetlands Protection Act and the Andover Wetlands Protection By-Law apply as regulations for residential, industrial and commercial development activity in or near flood plains, water bodies, and wetland areas. The commission is also responsible for the acquisition and maintenance of town-owned conservation land, which totals 2,094.62 acres.

Community Outreach

During this unprecedented pandemic, the trails and reservations in Andover have had record use as well as an increase in paddling on the Shawsheen River by kayak and canoe. More families than ever have enjoyed the open space in our town. Our conservation land is maintained and operated by our volunteer conservation overseers and a number of volunteers. With the increase in usage, the conservation commission remains committed to acquiring and opening more land for passive recreation and public enjoyment. In January, the 3rd annual Winterfest was held at Pomp's Pond. This was another successful day with geocaching, ice yachts, guided hikes, an ice rescue demonstration with a public safety equipment exhibit and ice harvesting. We are continuing to work with Scouts to complete outstanding service projects on public land. Due to the pandemic, there were only two projects completed this year, one of which was a kiosk at Gray Road on the Bay Circuit Trail (see picture below). Our Shawsheen River herring count continues. The annual spring herring count began in April, 2017 after the dams were removed. The 2020 annual spring count ended June 10, 2020. This year 107 fish were observed by 29 volunteer counters. Destination Imagination students from Andover High School are working with Conservation staff on a public forum about endangered species in Andover and a site walk was conducted at the Lightning Tree Reservation (see picture below). They are also working with the MA Division of Fisheries and Wildlife, Mike Jones (a turtle expert) the state herpetologist and Zoo New England on habitat improvement ideas for Lightning Tree.

Benjamin Meade
Conservation Agent

Lynn Viselli
Administrative Secretary



Collaborative Entities

AVIS

Andover Trails

Open Space Task Force

Trustees of Reservations

Essex County Greenbelt

Shawsheen River Watershed Association

New England Mountain Bike Association

Merrimack River Watershed Council

Div. of Marine Fisheries

Div. of Ecological Restoration

The Deer Hunt program continues to grow and is the program other towns emulate when setting up their hunt program. This year 40 deer were harvested and we continue to have 80 hunters in the program. Black bears were spotted at Haggetts Pond and Rafton/Wood Hill and Bald Hill area and bobcats were also seen at the Rafton Reservation.

Land Swap

At Town Meeting, voters approved a land swap for the transfer of property under the care and custody of the Conservation Commission. The Dog Park and Leaf Composting Facility located on a portion of Bald Hill Reservation off of High Plain Road will be transferred to the Town of Andover in exchange for the parcel located at 126 Tewksbury Street consisting of 7.419 acres. This Tewksbury Street parcel will provide further protection for the Shawsheen River and allow the Dog Park and Leaf Composting Facility to remain active in their respective locations. We are awaiting final approval from the State for the transfer.

Collaboration and Growth

The Conservation office, in conjunction with Jeff Cary, Town IT Solutions Analyst, is undertaking an update to the Town’s Interactive Mapping Tool to update the wetland boundary overlay data using current information. We are also updating the MIMAP Interactive Mapping website with all the land owned by the Conservation Commission, including easements and restrictions. This will allow residents and staff to more easily locate wetlands on properties. During this year staff answered a record number of inquiries from homeowners, both via email and telephone, regarding wetland locations and questions. These inquiries also resulted in more site visits by staff during the pandemic. A part-time Land Manager position was approved at Town Meeting. The Land Manager will assist with trail clearing, trail maintenance, creation of new trails and bridges, community and volunteer engagement, and much more.

From the start of gathering restrictions in 2020, staff worked daily to assist in getting building and septic permits issued, conducted site visits safely when necessary and worked with other conservation staff around the Commonwealth to determine the best and safest way to conduct Conservation Commission meetings. Even with less physical time in the office for a period of several months during Spring, 2020, the Conservation Commission held a record number of public meetings and public hearings and issued a higher number of permits than previous years.

62

Determinations of Applicability Issued

140

Public Meeting and Public Hearings held in 2020

12

Enforcement Orders Issued

The mission of the Andover Board of Health is to promote and protect the public health including the physical, mental, emotional and social wellness of all the people.

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 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.

COVID-19 Response

Throughout 2020, the Andover Health Division led the town's public health response to COVID-19. This included tracking positive cases, monitoring COVID-19 positive residents, and enforcing guidance and orders from the Governor related to re-opening and health and safety protocols. Local health officials were designated as COVID-19 complaint investigators as well as given the responsibility to enforce regulations related to the pandemic, this required the interpretation of dozens of new safety standards throughout all business sectors.

During the COVID-19 response the Health Division played a significant role in the public outreach and communications aspect of the town's response to the pandemic. This included providing daily case counts, drafting daily updates, and working with the Town Manager's Office on distributing information in a constantly changing environment. School nurses assisted the Health Division serving as liaisons to long term care facilities and answering questions about COVID-19.



Joanne Belanger
Deputy Public Health Director
Through April, 2020

Amy Ewing
Deputy Public Health Director

Patricia Crafts
Health Agent

Carolina Bencosme
Health Inspector

Cherie Monahan
Public Health Nurse

Denise Paul
Administrative Secretary
Through August, 2020

Rebecca Small
Administrative Secretary

Health Division Statistics	2018	2019	2020
Board of Health Meetings	11	9	10
Plan Reviews	148	168	149
Food Inspections	616	404	126
Environmental Inspections	512	558	367
Complaints Received	148	107	217
Administrative Hearings	1	0	0

Total Permits Issued	1,275	1,360	1,316
Total Fees Collected	\$146,236	\$181,201	\$161,649

Healthy Communities Tobacco Control Program

The Healthy Communities Tobacco Control Program, a State-funded entity, 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 Corps

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 assisted several communities in flu clinic operations.

Medical Reserve Corps is a component of the federal Citizens Corps, and local units, like the GRV MRC, exist to assist communities in both emergency and non-emergency situations. Units are community-based and function as a way to organize and utilize both medical and non-medical volunteers. These volunteers supplement existing local emergency and public health resources. Activities are funded by grants from the CDC, MDPH, and other National/Federal grant sources. The GRV MRC currently boasts a membership of approximately 300 volunteers.

1,438

Confirmed cases of COVID-19 in 2020

657

Meetings attended by inspectional staff

17

Communities served by Andover’s Healthy Community Tobacco control program

Library

Barbara McNamara
Library Director

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.

2020 will no doubt go down as a terrible, horrible, no good, very bad year.¹ When the library closed its doors at 5 pm on Saturday March 14th no one could have imagined that physical materials would not circulate again until May 18th, the statewide delivery system would take until June 27th to resume, patrons would not enter the library again until July 29th and December 31st would come and go with no in-person programs or meetings happening inside the building.

Despite the pandemic, the library saw the expansion and creation of new and innovative services during 2020. Patrons were able to interact with the library to:

- Download and stream books, audiobooks, videos, music and magazines
- Ask a question using chat reference
- Attend a virtual story time or library program
- Get a library card remotely
- Pick up materials curbside
- Participate in a virtual summer reading program
- Request a Teen or Children's Book Bag
- Connect with the library through social media
- Do research using our 74 databases



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

Children's Librarians
M. Kimberly Bears
Kate Dugan

Stefani Traina
Community Services Librarian

Dean Baumeister
Coordinator of Reference Services

Stephanie Aude
Local History & Reference Librarian

Anna Tschetter
Renata Sancken
Teen & Reference Librarians

Jesse Light
Larisa Shvarts
Stephanie Smith
Justin Termini
Reference Librarians

Theo Kontos
Systems Librarian

¹ Viorst, Judith. Alexander and the terrible, horrible, no good, very bad day. Atheneum Books, 1972.

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

Denise Carriere
 Debra Christopher
 Ann McGrath
 Shannon Phelan
 Violet Rabold
 Arianne Schwartz
 Randall Termini
Library Aides

New Services

- Sign up for a library card from home
- Curbside pick-up of library materials
- Virtual story times and programs
- Cooperative social justice programming with libraries throughout the Merrimack Valley
- Student library cards issued and training of teachers, staff and students on library resources
- Virtual Teen Poetry Contest
- Teen and Children’s book bundles
- Public Wi-fi in the Library parking lot

Remote Library Cards Issued	669
Student Library Cards Issued	778
Curbside Pick-ups	11,240
Number of Virtual Programs	207
Virtual Program Attendance	1,898
MHL Vimeo channel videos	206
Vimeo video views	1,910
Chat Reference Conversations	5,269
Items downloaded or streamed	102,322
Teen Poetry Participants	100
Summer Reading participants	351
Summer Reading Minutes	503,972
Social Media Followers	6,025



74

Library databases available to the public

11,240

Curbside library pick-ups

503,972

Minutes spent on summer reading

Facilities

Janet Nicosia
Director of Facilities

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.

The Department strives to serve the Andover community by providing safe, clean, accessible and efficient buildings for them to enjoy and utilize; by conducting our work with integrity and professionalism; and by responsibly and effectively delivering excellent service as custodians and caretakers of these important Town and School assets.

Beginning in March of 2020, due to the Covid-19 pandemic, the course of work undertaken by Facilities was redirected in many ways. Custodial cleaning, sanitation and safety protocols were adapted in response to changing State and Federal government guidance. Preventive maintenance, such as filter changes and other improvements to our HVAC systems and the installation of physical protective barriers to help prevent potential spread of the virus took priority in efforts to reopen our schools and town buildings.



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 Division received new equipment, including disinfectant fogging applicators as shown above, to help in the efforts to combat the Covid-19 virus.

James McSweeney
Deputy Director of Facilities

Dwayne Scruton
Building Operations Manager

Joseph Sgrosso
Construction Project Manager

Andrea Schreck
Mechanical Engineer

David Ouellette
Materials Coordinator

Rebecca DelRosso
Executive Secretary

Donna Zahoruiko
Work Control Center Coordinator

Building Maintenance

Larry Johnson
Working Foreman

Daniel Chadwick
Robin Littlejohn
Abimael Pizoni
Carpenters

Arthur Fleming
Security Systems Technician

Michael LaPlante
Timothy McCarron
Part Time Security Guards

Joshua Welch
Inventory Assistant/Driver

Facilities Services

Felix Melendez
Working Foreman

Wilfredo Abreu
Michael Gillespie
Blair Heffernan
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

John Maloney
Burner & Heating Systems
Mechanic

Robert Bouche
Refrigeration Apprentice

Andrew Padarat
Part Time Preventative
Maintenance Mechanic

Work Orders by the Numbers:

The Facilities Department Building and Mechanical divisions trades staff completed 3,182 work orders in 2020, totaling roughly \$1.65 million dollars in labor and materials. This included calls and requests for maintenance and repairs, as well as more than 578 scheduled preventative maintenance work orders.

In addition, the Project Management team oversaw 457 contracted construction projects and repairs, totaling approximately \$7.82 million dollars.

The work orders completed in 2020 totaled \$9.47 million and are listed by major craft in the table below which illustrates the number of work orders for Town and School, by in-house staff vs. outsourced contractor work, and the respective costs.

2020 Work Orders Completed				
Craft	# of Work Orders	Total Cost by Craft	% Cost	% WO's
Carpentry and Building Trades	1,184	\$4,196,526		
Electrical, Energy and IT/Technology	719	\$1,136,632		
Grounds	55	\$2,074,027		
Heating/Ventilation /Air Conditioning	760	\$1,147,595		
Plumbing	605	\$454,412		
Security Systems	239	\$335,738		
Other	77	\$129,981		
Grand Total	3,639	\$9,474,910	100%	100%
Breakdown by Location:				
Town Buildings	1,372	\$5,100,348	54%	38%
School Buildings	2,267	\$4,374,562.20	46%	62%
Breakdown by Staff vs. Contractor:				
Staff Work Orders	3,182	\$1,651,917	17%	87%
Contractor Work Orders	457	\$7,822,993	83%	13%



1,529,486

Square feet of building space maintained by Facilities' staff

3,182

Work orders completed by Facilities Staff

\$2,024,649

Received in grants and other incentives during the past 10 years

Public Works

Christopher Cronin
Director

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.

Administration/Business Office

The Business Office in conjunction with the Highway Division installed Verizon Connect a cloud-based fleet management tool to monitor and manage the DPW's workforce and fleet. In addition, People GIS was implemented for the Highway Division's management of Snow Operations. The Business Office also began preparing for an upgrade to DPW's CMMS, Computerized Maintenance Management System.

Five DPW employees are fully certified as MCPPO, Massachusetts Certified Public Purchasing Officials, and continued with various trainings offered by the Office of the Inspector General of Massachusetts.

Engineering

The Engineering Division executed a variety of designs, worked with design consultants, and managed a variety of construction contracts, as well as continued work on many recurring tasks. Much of this work involved working with other divisions within DPW as well as assisting other departments throughout Town. Highlights from 2020 include: A major reconstruction of sidewalk, trees, and roadway surface on Enmore St; Assisted the Highway Division in planning and managing the roadway paving efforts; Worked in concert with the Highway Division on several sidewalk improvement projects; Worked with the Water Division on the reconstruction of watermain largely concentrated in the Gas Affected Area; The continuation of managing the Stormwater Management Program; Designed and constructed a variety of drainage improvements; Assisted the Planning Department with the Dascomb Rd MassWorks Grant as well as the Lowell St TIP reconstruction endeavor. Engineering also continued to manage a multitude of private utility projects as well as a number of new subdivision projects.

Most exciting, after many years of working with the same group of people in the division, and due to retirements and promotions, we welcomed aboard several new team members.

Administration

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

Arthur Martineau, P.E.
Town Engineer

Anthony Repucci, P.E.
Assistant Town Engineer

Scott Kandrut
Senior Civil Engineer

Paul Gahinet
Civil Engineer

Joseph Assenza
Project Engineer

*Department of Public Works,
Continued*

**Cemetery, Forestry &
Parks/Grounds**

Paul Sanborn
Superintendent

Cemetery
Dan Verrington
Working Foreman

Leonard Foote
Christopher McQuade

Forestry
Peter Gallant
Working Foreman

Tree Climbers
Randy Farnan
Michael Ferris
Randy Willis
(Retired Fall 2020)

Parks/Grounds
Jeffrey Ring
Working Foreman

Marc Anderson
Christopher Kun
John McQuade
Robert Moreau
John Parker

Highway Division
Stephen Surette
General Foreman

Scott Bernard
Working Foreman

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

Vehicle Maintenance
Robert Fraser
Working Foreman

Mechanics/Technicians
Bruce Page
David Van Dooren
Mark Wood

	2018	2019	2020
Storm Drain Design & Construction (ft.)	200	200	210
Sewer Main Design & Construction (ft.)	0	0	0
Sidewalk Design & Construction (ft.)	0	7,000	13,917
Water Main Design & Construction (ft.)	6,250	0	8,846
Streets Resurfaced (miles)	7.2	14.5	9.56
Street Opening Permits Issued & Inspected	202	146	129
Subdivision/Site Plans reviewed (# plans/# lots)	5/40		
Subdivision Construction Inspections/Tests:			
Water mains (ft.)	4,700	1,250	2,400
Sewer mains (ft.)	3,557	1,150	1,700
Drain lines (ft.)	4,170	1,300	800
Sidewalks (ft.)	4,000	0	0
Roads Paved: Binder coarse (ft.)	4,775	0	0
Top coarse (ft.)	4,506	500	750
Trench Permits issued (new 2009)	25	29	51
Gas main inspections (ft.)	111,000	3,100	4,735
Electric & communications conduit inspections (ft.)	4,000	4,400	1,730

Highway

While 2020 proved to be a challenging year for the Highway Division, our work continued unabated throughout the year. In addition to the annual Chapter 90 Road Reconstruction Program, the Highway Division continued the implementation of the Gas Disaster Recovery Plan, as it relates to the reconstruction of roadways and sidewalks affected during the gas disaster. Between these two projects, the Highway Division successfully paved approximately 8.3 miles of roadway. In addition, the Highway Division completed miscellaneous drainage improvement projects throughout Town, including the replacement of two 24-in HDPE culverts on Lowell Street which necessitated an emergency replacement given the need to ensure the Lowell Street corridor remains accessible to the motoring public. In collaboration with the Business Office, we continued the implementation of additional technology capabilities across our snow and ice operations such as fleet telematics installation across the entire public works fleet and the creation of a new operations software for snow and ice events

	2018	2019	2020
Total number of miles of road resurfaced	7.2	14.5	8.3
Total number of feet of curbs constructed	1,983	3,576	2,750
Catch basins cleaned	852	815	1,880
Storm drains/culverts cleaned	43	35	137
Catch basins repaired	38	35	74
Storm drains repaired	13	15	7
Snow storms	6	3	5
Treatment events	26	22	21
Signs repaired/installed	228	283	133
Masonry wall repairs	5	3	100

**Water Distribution &
Sewer Collection**

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

Water Treatment

James McSurdy
Superintendent
(Retired Fall 2020)

Karen Martin
Lab Director

Bridget Morris
Chief Chemist

Water Treatment Operators

Roland Benjamin
Paul Hinds
Kurt Kefferstan
Timothy Legrow
James Misenti
(Retired Fall 2020)
James Spalding
Jerome Welch

John Mota
Maintenance

Solid Waste & Recycling

The Solid Waste Division was able to successfully hold two special collections in the Spring of 2020, while socially distancing due to the COVID-19 Pandemic. During the CRT Collection held on June 6, 2020, 200 items were collected comprising computer monitors, tablets/kindle and laptops. 205 televisions, 53 Microwaves and 51 air conditioners were collected along with other various miscellaneous electronics. The HHW Collection held on June 13, 2020 with 174 residents disposing of a variety of hazardous waste totaling over 3,000 gallons. 23 large propane and 59 small propane tanks were also collected.

The Spring of 2020 also held a Subsidized Compost Bin Program to allow residents to purchase Compost Bins for backyard composting at a reduced rate of \$25/bin. This program sold 105 bins to residents.

COVID-19 saw a trend of people working and schooling from home, which resulted in a 6% increase in trash collected.

	2018	2019	2020
Tons of residential refuse collected	9,772	9,695	10,282
Tons of mixed residential paper	2,658	2,513	2,501
Tons of glass, plastic, aluminum	664	628	625
Tons of leaves & grass clipping composted	6,750	6,860	6,980

Fields & Facilities Rentals

2020 saw a drastic reduction in Fields and Facilities Rentals due to the COVID-19 Pandemic. The shutdown of most facilities by the Governor resulted in all rentals ceasing in March 2020. By June of 2020 some fields were being rented again with teams following the protocols set forth by the State. Some facility rentals began again in the summer with the Division of Community Services Recreation utilizing space for summer programs following the protocols set forth by the State. Overall, fields and facilities saw a reduction of rentals between 60-80%.

Parks/Grounds, Cemetery & Forestry

The Forestry Division removed over forty trees in the summer of 2020 to begin the sidewalk installation portion of the Enmore ST reconstruction project. Twenty-nine trees were replanted in the fall. The species of trees were crab Apples, Maples, cherries and Oaks. Planting will continue in Spring 2021. Many other trees were installed in various locations in town per resident requests. The Andover Garden Club donated an Arbor Day Maple tree that was planted on Lowell Street.

The Spring Grove Cemetery continued expansion adding new lots for sale. A new road was built to access this new area. Another dozen roads were paved in the fall as they were deteriorating due to age.

1,880

Catch basins cleaned

9.56

Miles of road resurfaced

14.7

Million gallons of water treated
on the peak day of 2020

	2018	2019	2020
School Labor Hours	4,120	3,008	4175.5
School - Total Labor	\$115,158	\$85,326	\$107,294
Town Labor Hours	23,345	17,042	18349.5
Town - Total Labor	\$652,265	\$483,296	\$533,580

	2018	2019	2020
Transactions			
Lots Sold	30	18	30
Full Burials	56	19	40
Cremations	21	13	28
Disinterments	0	0	0
Repurchase of lots	0	1	0
Revenue			
Lots sales (2/3 Perpetual Care, 1/3 Sale of Lots Fund)	\$39,479	\$25,067	\$58,140
Full Burials	\$19,721	\$12,533	\$30,575
Cremations	\$39,525	\$15,980	\$9,000
Disinterments	\$4,200	\$5,300	\$0
Repurchase of lots	\$0	(\$1,600)	\$0
Total Revenue	\$102,925	\$57,280	\$97,715

	2018	2019	2020
Gallons			
Gasoline	81,112	81,737	70,061
Diesel	55,047	56,612	49,886
Total	136,159	138,349	119,946
Dollars			
Gasoline	\$171,541	\$177,191	\$108,145
Diesel	\$126,861	\$138,566	\$86,088
Total	\$298,402	\$315,756	\$194,233

Water Treatment

During the 2020 calendar year, the Water Treatment Plant processed more than 3.0 billion gallons of water, at an average daily rate of 8.3 million gallons, to produce over 2.9 billion gallons of finished water to be delivered to the distribution system. To augment available water supplies, 2.0 billion gallons were diverted from the Merrimack River to Haggetts Pond through the Fish Brook Pumping Station. The Fish Brook Pumping Station was online for a total of 245 days over the course of the year. The Town of North Reading purchased 603 million gallons of drinking water from Andover, an average of 1.65 million gallons each day.

Projects in 2020 included the replacement of the HVAC system at the Water Treatment Plant, and replacement of four out of the eight granular activated carbon filter beds. A contract was awarded for the Electrical Upgrade project, which will replace obsolete electrical service equipment.

Indoor and outdoor water conservation kits featuring EPA certified WaterSense products continue to be available at no cost for all Andover residents. The kits are available at the Water Treatment Plant and the Municipal Services Facility, and their availability continues to be 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, green landscaping practices, and public education forums on stormwater management.

	2018	2019	2020
Gallons of water treated (in millions)	2,584	2,627	3,027
Average daily gallons pumped (in million gal.)	7.08	7.198	7.918
Maximum day (in million gallons)	12.976	12.636	14.714

Water Distribution & Sewer Collection

During 2020, in collaboration with the Engineering and Highway Divisions, the Water & Sewer Division continued the multi-year water main replacement program primarily targeting unlined and problem mains in the Gas Affected Area. This effort is highly dependent upon communication and coordination within DPW as well as other Town departments. With this project along with others outside the Gas Affected Area approximately 8,200 feet of water main was installed in 2020 as part of the program.

Water main flushing continued in 2020. In the fall, the west area of Town was completed. Since 2014, unidirectional flushing (UDF) has been the technique adopted by the Town. UDF is designed to bring water through the distribution system in a controlled fashion at velocities sufficient to provide a scouring action within the piping.

	2018	2019	2020
Hydrants Repaired	27	43	39
Hydrants Replaced	9	74	1
Hydrants Inspected & Serviced	212	242	179
Hydrants Flushed	513	565	268
Water Main Breaks Repaired	26	27	24
House Service Leaks Repaired	2	3	4
House Services Renewed	17	12	25
New Water Meter Accounts/Installations	71	67	71
Old Water Meters Replaced (Town)	129	57	111
Water Meters bench checked	2	1	1
Water Shut Offs/Turn On	173	216	134

	2018	2019	2020
Sewer Main Blocks Cleared	11	8	12
Sewer Main Rodded – Regular Maintenance	63	51	35
Sewer Mains Repaired/Replaced	5	2	1
Sewer Mains Rodded - leased Flusher	7	6	14

Fire Rescue

Michael Mansfield
Fire Chief

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.

In 2020, Andover Fire Rescue had the following organizational accomplishments:

- Began construction of the new Ballardvale Fire Station.
- Began installation of microwave communications systems to improve reliability of all Public Safety radio communications infrastructure.
- Collaborated with many other town departments to allow for outside dining by many of the restaurants within the community due to Covid-19.
- Placed new Ambulance 1 in service.
- Installation of BDA communications systems within the High Plain Elementary and Wood Hill Middle Schools.
- Collaboration with the Andover Public Schools to implement district wide communications network beginning with the High Plain Elementary and Wood Hill Middle Schools.
- OEMS approval for all apparatus to be licensed as Class V ambulances.



Deputy Chiefs
Albert DelDotto
Scott Gibson
Kyle Murphy
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

Continued on next page...

Firefighters (continued)

- Brian Flanagan
- Michael Giammasi
- 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
- Michael Surette
- Eric Teichert
- Matthew Trede
- Michael Uttley
- Scott Weightman
- Christine Wright

Marcie Jacobson
Executive Assistant

Joan Lemiux
Fire Prevention Administrative Assistant

In 2020, Andover Fire Rescue responded to a total of 7,528 incidents, which is a decrease of 11.78% or 1,346 incidents compared to 2019. The decrease was primarily due to the Covid-19 pandemic.

Andover Fire Rescue responded to 112 fire related incidents an increase of 8 from 2019 with 10 of those resulting in significant monetary loss which is an increase of 100%.

There were 3,366 ambulance responses in 2020 compared to 3,573 in 2019. These incidents resulted in 2,267 patients being transported to medical facilities by Andover Fire Rescue personnel. Patient contacts by AFR personnel decreased from 4,403 in 2019 to 3,618 in 2020. 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 127 in 2019 to 146 in 2020.

Emergency Medical Service	2018	2019	2020
Ambulance Responses	3,509	3,573	3,366
Transports	2,576	2,633	2,267
Patient Contacts	4,251	4,403	3,618
Mutual Aid Calls	122	127	146



65 Years

Of combined service for two firefighters who retired in 2020

3,366

Ambulance Responses

\$500,000

In grants received for equipment replacement

Police

Patrick E. Keefe
Police Chief

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.

The Police Department handled 18,901 incidents in 2020 a (23.0% decrease) from 2019. There were 88 arrests (68% decrease), 228 larcenies (17% decrease) and 39 burglaries (11% increase). The department also responded to 43 calls of domestic abuse a (4.0% decrease) over last year. The department issued 1,097 motor vehicle citations during the year. There were 493 motor vehicle accidents handled by the department which is a (50% decrease). This is a 10 year low for calls of service and the majority of crimes decreased. The main cause being COVID19 restrictions limiting public movement and visiting public and private locations and establishments. Officers limited contact with the public lowering officer initiative calls for service

New Hires and Retirements

The Department had five retirements this year. Lieutenant Hashem retired in June after 34 years of service, Officer Dan Igoe retired in September after 35 years of service, Officer Tim Hagerty retired in March after 24 years of service, and Officer Dave Carriere retired in December after 22 years of service. Mary Morkeski retired in April after serving in the Records Division for 35 years. The loss of these tenured personnel will be felt as the department trains their replacements. In September we hired Officer Chris Leary. Chris started the Academy in late September and should graduate in February. Sergeant Chuck Edgerly was promoted to Lieutenant and Detective Matt Hughes was promoted to Sergeant



Lieutenants
Edward Guy
Francis Fitzpatrick
Chad Cooper
Christopher Moore
Greg Scott
Charles Edgerly

Sergeants
Mark Higginbottom
Steve Gerroir
Steve Neal
Jeffrey Arleque
Richard Crimmins
Peter Reming
Michael Connor
Matt Hughes

Patrolmen
James Moses
Colin Radford
Glen Ota
Robin Cataldo
David Milne
Joseph Magliozzi
Brian Blouin
David Froburg
Daniel Devine
Joseph Davies
Michael Shanahan
Michael Lane
Kyle Kiberd
Kevin Aufiero
John Delaney
Brian Mackenzie
Justin Murray
Eric Milligan
Sean O'Day
Benjamin Ledwell
Owen Fitzpatrick
Michael Anderson
Matthew Goodale
Elliot Siegel
Angelo Taveras
Barry Dubois
Joseph Allard
Christopher Hughes
Daniel Vining

(Patrolman Cont)
 Matthew McMahon
 Nicole Trelegan
 Thomas Paolera
 Joseph Lamagna
 Christopher Lippi
 Christopher Leary

Central Dispatch

Charles Jessico
Supervisor

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

Chelsea Borden
Executive Assistant

Mike Kirk
Systems Administrator

Clerks
 Linda Lane
 Alison Milne
 Mary Rurak Burke

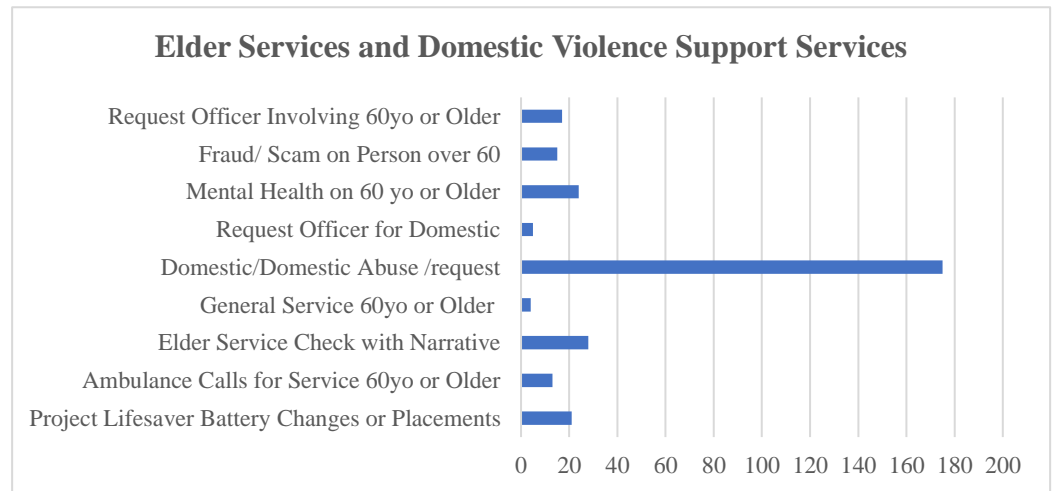
Sobhan Namvar
Community Support Coordinator

Wayne Nader
Animal Control Officer

David Cantone
Parking Enforcement Supervisor

Paula Marron
Parking Enforcement

The Department also participated in numerous community events including Public Safety Parades for children’s birthdays, children and adult medical issues, school graduation parades, assisted living and special needs parades to celebrate accomplishments. Andover Police took part in the annual Winterfest at Poms Pond to exhibit our ATVs and all-terrain rescue capability, and participated in the Community Reader Program (Elementary Schools and Bright Horizons Preschool). Andover Police staff visited schools as part of law enforcement appreciation, for a safety talk and public safety equipment display and set up a public-safety themed drawing contest during the pandemic for students in town.



Community Support Coordinator

Referral Totals

PD Referrals - 167 direct and indirect referrals

Walk ins- Self Referrals - 43

Community Agency Referral - 28,

Areas of Need

- Mental Health/ Family Needs - 152 cases (64%)
- Substance Misuse Needs - 90 Cases (36%)

Service Delivery by Community Support Services

- 15, Section 35 Family Consults
- 12, Sec 12 application to LGH, and HFH
- 61 Direct Referral to Detox, SUD residential facilities
- 92 Direct referrals to Outpatient Therapy
- 27 referrals to Intensive Outpatient Dual Diagnosis • 16 Biopsychsocial assessments completed
- 15 Referral to housing needs/ shelter



@AndoverMassPD

300

Pounds of unused medications received at "Take Back Days"

50,000

Calls for service processed by Public Safety Communicators

238

Referrals to detox, rehabilitation and counseling provided by Community Support Services

Human Resources

Jessica Porter, M.P.A.
Director of Human
Resources

The mission of the Human Resources Office is to serve employees, retirees, prospective employees and the citizens of Andover in a manner that reflects the community's core values and diverse culture. We seek to promote fairness, honesty, and equal opportunity for all.

The Human Resources Office is a shared resource between the Town of Andover and the Andover Public Schools, committed to developing a safe and healthy workplace that facilitates and promotes a positive work ethic, open communication, and professional and personal growth for all employees.

Our core services include recruitment and selection, retention and training, compensation and benefit administration, employee and labor relations, and human resources information management and reporting.

The department is responsible for serving 934 School employees and 363 Town employees. In addition, we serve approximately 1,000 retirees, and a variety of seasonal and temporary employees. Many of these employees are members of collective bargaining units, with seven units on the town side and eight units on the school side.

Jessica Porter started as the new Human Resources Director in 2020, replacing long time Director Candace Hall-Nourse, who retired after more than 30 years of service to Andover. The department also made changes to our staffing model, creating a position of Assistant Director, to replace the position of Benefits Specialist formerly held by Kathleen Golini, who also retired in 2020 after 17 years of service to Andover. Brian Higgins will be joining the team as Assistant Director in early 2021.

2020 was a challenging year for all, given the unprecedented COVID-19 pandemic. The department assisted with administration of a variety of employee leaves, staffing issues, health and safety efforts, while simultaneously managing the normal and required reporting and activities. The department also assisted the School Committee with efforts to secure an Interim Superintendent for the period January 1, 2021 to June 30, 2021.

The department hopes to begin working on broadening recruitment and retention efforts, particularly focusing on diversity in 2021. The department also hopes to expand training programs for employees, health and wellness initiatives, and risk management initiatives. Last, but certainly not least, we will be working with our search consultant and the School Committee to secure a permanent Superintendent of Schools for July 1, 2021.

Rita Marconi
Benefits and Compensation
Manager

Gillian Chartier
Recruitment Coordinator

Cara Morrison
Administrative Coordinator

1,297

Employees served by
Human Resources

15

Bargaining units between the
town and school

620

Applications for vacant town
positions processed

Andover Public Schools

Dr. Sheldon Berman
Superintendent

Andover Public Schools (APS) welcomes the opportunity to share our 2019-20 school year accomplishments with Town leaders and the entire community. Each year, the progress achieved on the district's annual goals helps to shape next steps in maintaining and growing a rich learning experience for all APS students.

In 2019-20, the day-to-day operations of APS were under the leadership and supervision of Superintendent Dr. Sheldon Berman. Policies enacted by the Andover School Committee, whose members in 2019-20 were: Joel Blumstein, Chairperson; Tracey Spruce, Vice Chair; Susan K. McCready, Paul D. Murphy, and Shannon Scully.

While 2019-20 began as a typical school year, its conclusion was anything but normal as the novel coronavirus spread across the nation. Faced with the dire reality of a global pandemic, in March the district made the difficult decision to close its schools to in-person instruction and instead pivot to remote learning. The remaining months of the school year were highly challenging for everyone—students, teachers, administrators, support staff, families, and community. Nevertheless, in the midst of so many unknowns, the district was determined to take every step possible to provide effective learning experiences for all students. This report describes how we moved our strategic plan forward throughout the 2019-20 school year. The report also includes a brief section outlining the steps the district took in response to the conditions imposed by the novel coronavirus.

BY THE NUMBERS – SELECTED STATISTICAL INFORMATION

The October 1, 2019 district enrollment for APS totaled 5,856. This figure includes 2,605 students in pre-kindergarten through grade five; 1,456 students in grades six through eight; 1,795 students in grades nine through twelve; and 34 students in the post-twelfth grade transition opportunities program. Also included are 83 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, 2019	5,856
October 1, 2018:	6,062
October 1, 2017:	6,017

Class of 2020

Class size – 435
Adjusted cohort graduation rate – 97.1%

Alison Phelan
Executive Assistant to the Superintendent

School Committee
Joel Blumstein
Shannon Scully
Susan McCready
Paul Murphy
Tracey Spruce

Asst. Superintendent for Teaching/Learning
Sandra Trach

Asst. Superintendent for Student Services
Dr. Sara Stetson

Asst. Student Services Director
Nancy Koch

Asst. Superintendent for Finance and Administration
Paul Szymanski

Director of Innovation
Stephen Chinosi

Director of Human Resources
Candace Hall

Bancroft
Michelle Costa, Principal
Kim Rabold, Asst. Principal

High Plain
Pam Lathrop, Principal
Marika Lyons, Asst. Principal

Sanborn
Jason DiCarlo, Principal
Brenda Lee, Asst. Principal

South
Colleen McBride, Interim Principal
Kathleen Caron, Asst. Principal

West Elementary
Jennifer Hunt, Principal
Margo McGonigle, Asst. Principal

Shawsheen PreSchool
Carol Green, Coordinator

Doherty Middle

Robin Wilson, Principal
Rebecca Perry, Asst. Principal

West Middle

Tim Corkery, Principal
Greg Waters, Asst. Principal

Wood Hill Middle

Patrick Bucco, Principal
Linda Croteau, Asst. Principal

Andover High

Philip Conrad, Principal
Asst. Principals:
Caitlin Brown
Scott Darlington
John Norton

Athletic Director

Bill Martin
Kerry Cashman, Asst. AD

Director of Guidance

Aixa deKelley

Program Coordinators

Jorge Allen
Adrienne Bock
Sara Calleja
Joanna Ganci
Katherine Richard
Donna Ruseckas
Stephen Sanborn
Sean Walsh

Program Heads

Angelique DeCoste
Heather Eigen
Ryan Fielding
Cherilyn Barry
Kerrilyn McCarthy
Suzanne Murphy
Lisa Rinaldi
Joseph Yarid

Director of Nurses

Rita Casper

Director of Communications

Nicole Kieser

Director of Digital Learning

Joanne Najarian

Director, Grants and Related Programs

Jennifer Pieroni

Director, Data, Accountability, and Financial Analytics

Hannah Tolla

Transportation Coordinator

Mary Lu Walsh

Post-high school plans

- Enroll in a four-year college 91%
- Enroll in a two-year college 4.3%
- Post-graduate year .6%
- Employment or gap year 3.2%
- Enter military service 0.9%

Of the 95.94.1% enrolled in postsecondary education, 80% are attending their first-choice school.

SAT Scores – Class of 2020

- 376 students tested in the class of 2020.
 - Average results were:
 - Critical Reading: 604
 - Math: 607

Advanced Placement – May 2019

- 512 students took 992 exams.
- 83% of exams yielded a score of 3 or higher (for which most colleges award college credit).
- 66 AP Scholars achieved an average score of 4.15 out of a possible 5.0.

National Merit Scholarship Program

- 8 Semifinalists
- 30 Commended Students

Financial Data and Ranks

- Andover FY19 rank in net school spending above foundation: 92nd among 294 non-vocational districts
- Andover FY19 rank in per-pupil expenditure: 75th among 292 non-vocational districts
- Andover FY19 average single-family tax bill: 7th among 11 comparison communities
- Andover 2019 rank for average teacher salary: 5th 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.



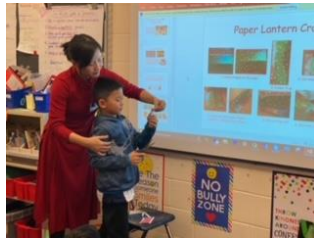
STATUS REPORT ON DISTRICT’S AGILE STRATEGIC PLAN

In the 2016-17 school year, the administrative team, faculty and School Committee developed a new approach to district planning, modeled after the agile strategic planning common in fast-paced industries. Since then, the district has continued to facilitate progress of the six sprints of

the agile strategic plan: *Literacy, AHS Schedule and Transition, Mental and Behavioral Health, Social-Emotional Learning, Accessibility, and Progress Monitoring*. Following are the major outcomes from the work the six sprint teams guided during the 2019-20 school year.

The goal of the **LITERACY SPRINT** is to help students become successful readers through effective implementation of a core literacy curriculum, with appropriate and timely interventions for students with literacy challenges. At the elementary level, the focus continues to be on the implementation of the Fountas & Pinnell core curriculum for reading.

We worked with ELA teachers at elementary and middle school levels and in regular and special education programs to develop reading/writing curriculum maps, share professional development efforts, and help ensure vertical and horizontal alignment of materials and methods, including Writers Workshop. Thirteen elementary and middle school teachers served as literacy leads/laboratory teachers, enabling other teachers to observe their instruction in actual classroom settings and learn how to apply effective strategies in their own classrooms. The addition of high-quality fiction and non-fiction books in grades 6-8 ELA classrooms has increased text choices for student readers at all skill levels and with varied interests. At the high school, we expanded AVID to a third cohort of students. AVID fosters reading, writing and organizational strategies, while also supporting students to prepare for postsecondary opportunities through experiences such as college visits and PSAT preparation.



We were awarded a competitive state grant to train 25 literacy assistants as literacy tutors. This Andover literacy tutor project was highlighted at the Massachusetts Association of School Business Officials (MASBO) conference, and a profile of our work was published on DESE’s RADAR data tool website highlighting the positive return on investment of this strategy.

We maintained an aggressive professional development agenda in the area of specialized interventions. For example, to support inclusive practices for students with special needs in reading, Landmark Outreach continued to provide training in co-teaching in the content areas for grades 2-10. This year, we also provided special education teachers with training in the Just Right Phonological Awareness program so they can support students in the regular classroom. Our goal is to build internal capacity so we have a cadre of in-house experts and trainers. During the closure, Student Services also hosted a virtual conference—CouchCon2020—where over 100 teachers learned about digital literacy tools such as LightBox, Book Creator, and TextHelp.

The investments Andover has made in elementary literacy over the past few years is paying dividends in MCAS performance, as revealed in the tables below.

MCAS READING RESULTS 2017, 2018 & 2019					MCAS READING RESULTS 2017, 2018 & 2019				
% All Students in Subgroups Meet or Exceed Expectations					% Students in Subgroups Not Meeting Expectations				
Grades 3-5	2017	2018	2019	% Point Change	Grades 3-5	2017	2018	2019	% Point Change
SWD	19%	34%	39%	20%	SWD	23%	11%	9%	-14%
ELL	38%	49%	55%	17%	ELL	10%	5%	5%	-5%
ECON DIS	39%	35%	47%	8%	ECON DIS	17%	34%	7%	-10%
All	63%	71%	73%	10%	All	5%	2%	2%	-3%

MCAS READING RESULTS 2017, 2018 & 2019				
% All Students Meet or Exceed Expectations				
Grade	2017	2018	2019	% Point Change
3	62%	71%	77%	15%
4	61%	71%	70%	9%
5	65%	70%	74%	9%
3-5	63%	71%	73%	10%

MCAS READING RESULTS 2017, 2018 & 2019				
% Students with Disabilities Meet or Exceed Expectations				
Grade	2017	2018	2019	% Point Change
3	19%	33%	49%	30%
4	19%	40%	35%	16%
5	20%	29%	33%	13%
3-5	19%	34%	39%	20%

MCAS READING RESULTS 2017, 2018 & 2019				
% Students with Disabilities Not Meeting Expectations				
Grade	2017	2018	2019	% Point Change
3	15%	5%	7%	-8%
4	28%	14%	10%	-18%
5	24%	12%	10%	-14%
3-5	23%	11%	9%	-14%

MCAS results from the last two years indicate we are rapidly and aggressively closing the gap for students with disabilities. Special education students are progressing at a faster rate than students overall and faster than students in other subgroups. This means we are achieving critical catch-up growth among students with a wide variety of learning, attention, and language disorders. For example, in grades 3-5 we shifted from 23% of special education students in the substantially-below-proficient category in 2017 to just 9% in 2019. Similarly, in 2017, among students with disabilities in grade 3-5, only 19% scored in the categories of meeting or exceeding expectations, compared with 39% in 2019.

Once schools closed in March, elementary teachers spent much of their remote learning time on reading, greatly assisted by the reading specialists, who developed videos for use with students. We also continued the use of Lexia, which is accessible at home, to sustain the work on phonics; we had good rates of student participation. Some students with special needs in reading received Orton-Gillingham sessions through teletherapy. District staff curated accessible reading libraries and made them available to families so that students could continue with just-right reading materials.

The Student Services team has become the leading authority in the region for language-based learning disabilities (LBLD). We completed a dyslexia guide for school districts that was distributed to DESE stakeholders and special education directors across the state. In October, we were invited to share our expertise in implementing powerful systems for students with LBLD at the five regional meetings and at an event for Massachusetts directors of special education. This work led to an invitation to participate in a state task force to develop Massachusetts guidance documents pursuant to Chapter 71 of General Laws, section 57A, passed in October 2018. Twelve school districts in Massachusetts and New Hampshire have approached us for technical support.

The **AHS SCHEDULE AND TRANSITION SPRINT** continued to work on strengthening students’ resolve and confidence as they move from middle school to high school. This Sprint brings all eighth graders to AHS to hear from their former peers. The addition of ninth grade students to the program has been very helpful as it enables the eighth graders to interact with people they know and trust who will engage in candid Q&A. The Sprint invited eighth-grade students to shadow ninth-grade students and welcomed eighth-graders from private schools in Andover to visit AHS.

The AHS Transition Sprint continued to host parent nights for eighth-grade parents to learn about AHS; to understand the academic, social, artistic, and athletic programs of AHS; and to ask questions of students, teachers, and administrators. The Sprint also deployed the AHS guidance staff to each middle school to assist with course selection.

The Sprint arranged for the middle school principals to join the high school principal in greeting the incoming ninth graders within the first month of the school year. This step enabled students to see a familiar adult face and to feel more at home. Additionally, ninth graders met with the administrators from their middle schools in small groups to give feedback about their academic, social, and emotional preparedness for life at AHS. The Sprint has begun preparing for the upcoming NEASC accreditation visit.

The **MENTAL AND BEHAVIORAL HEALTH SPRINT** has been working to build the infrastructure and necessary systems to support new programs for students with mental health challenges. The focus of the Sprint

team's work includes updating and coordinating assessment methods, building program structures that have a solid research basis and vertical alignment, training staff to use research-validated methods to consistently and effectively manage student needs, and identifying consistent systems such as client software to manage the complex needs across the district.

This year, health teachers and Student Services staff implemented an organized approach to the teaching of mental health curricula, including evidence-based practices for screening and assessing students for risk and suicidality (via the SOS curriculum). Elementary social work staff designed K-5 SEL lesson plans that were incorporated into the schools' matrices of learning activities. The T3 mental health support program at Doherty was in its first full year. The program has doubled in size and has supported auxiliary efforts in the building that promote student resiliency, such as providing targeted SEL curricula to sixth graders transitioning into middle school. The district has begun work to develop a similar program at the high school. The goal is to create a bridge for students with significant mental health challenges as they transition from middle to high school. In addition, the Transitional Learning Center (TLC) at AHS continued to operate at its full capacity, supporting student re-entries following periods of extended absence due to mental health and medical incidents. By mid-year, the TLC team had worked with 40 students.

During the closure, our social workers, psychologists, and BCBA's worked as a team to support students and families in need. For example, they intervened in multiple situations requiring individual and family support while continuing to provide teletherapy sessions for the existing caseload; designed several student/parent webpage hubs for resources related to at-home learning and such mental health topics as addressing screen fatigue, issues of isolation, and the traumatic effects of social distancing during a medical crisis; created an adolescent-specific hub of resources for our high school students and parents, including how to manage academic achievement and worries about future plans in the midst of a closure; conducted a series of "parent coffees" at different grade levels to support parents in addressing challenges related to remote learning and academic engagement, fears of illness/contagion, and concerns about social isolation; and conducted online parent groups to support elementary to middle and middle to high school transitions.

In terms of leadership, our clinical director drafted a comprehensive Telehealth Service Provision handbook that was piloted and vetted by our mental health team. The guidance was distributed within the state by the Massachusetts School Psychology Association and the BRYT Network, as well as nationally by the National Association of School Psychologists.

As part of the **SOCIAL-EMOTIONAL LEARNING (SEL) AND CULTURAL COMPETENCY SPRINT**, the district continued to train and support staff and students through the William James College SEL Program, Responsive Classroom summer institutes, and a pilot of the Second Step curriculum. The District completed a third year of the Panorama Survey and used the data to chart progress in fostering a positive school climate. At the middle school level, administrators and teachers are developing a new schedule that provides specific times for advisory and social-emotional learning time. At the high school, administrators and teachers are revising the H-1 curriculum to better address social-emotional learning. Andover's SEL program was highlighted by AASA through their sponsorship of a virtual site visit to the district as well as a published case study.

The district has expanded its work on cultural competency through the purchase of classroom libraries for elementary and middle schools that represent authors, characters and settings from different cultures and countries. APS was awarded a \$100,000 grant through the Cumming Foundation to focus on cultural proficiency and identity, with the goal of creating safe classrooms for all elementary students where their many cultures are recognized and celebrated. To support the goal of creating identity-safe schools, all of the elementary schools worked with consultant Regie Gibson to foster multi-cultural understanding.

The Global Endorsement Network expanded at the high school. School-based parent groups interested in culture and diversity grew in 2019-20, and the district established an English Learner Parent Advisory Council (ELPAC). The Cultural Climate Committee collaborated with the Policy Subcommittee of the School Committee to draft a bold

equity policy. Finally, the district responded to internal as well as national issues of racism with a strong anti-racism statement that outlines the steps the district has taken over the past four years and the work that is currently being undertaken to continue the fight against intolerance. Teachers also followed up with students in classrooms, holding conversations about what was happening nationally.



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. The continued focus this year was on providing professional development for teachers and students to spread the use of TextHelp; training modules were placed on the district website. We also offered an online course on how to create a UDL classroom using Google Applications and formed the APS UDL Professional Learning Group. The Student Services department supported the goals of the Accessibility Sprint by creating an accessible remote learning website with a wealth of resources for families and students. In addition, the Student Services department prepared 40 daily UDL Tips that were sent to the entire staff to help them “UDLize” their remote learning efforts.

The **PROGRESS MONITORING SPRINT** explored options for data representation and access that are being used by other districts. Based on the exploration of these different tools, the Progress Monitoring Sprint believes that it would be best at this time to take a step back and evaluate the processes and procedures for a Multi-Tiered System of Support (MTSS). This evaluation needs to be completed before the team can move forward with recommendations about a data collection tool. This Sprint team intends to refocus its efforts on conducting a preliminary needs assessment to evaluate current gaps and strengths. In the interim, the members of the Sprint team became involved in developing and implementing surveys of parents, teachers and students to assess how the district could best improve its remote learning plan.

IV. ADDITIONAL AREAS OF STRATEGIC FOCUS

DATA-BASED DECISION-MAKING

Having a full-time, experienced Director of Data, Accountability & Financial Analytics has significantly improved our ability to use data to advance instruction and organizational efficiency. APS expanded use of NWEA MAP testing to 11 times a year in grades 3-8 and added grade 9 testing in ELA and Algebra I for the 2019-20 school year. The district invested in professional development and grade-level meeting time for teachers and administrators to help them understand and the results from MAP testing to adjust classroom instruction and identify appropriate interventions. In addition, this new Director position has given us the opportunity to more clearly identify the district’s return on investments. For example, investments Andover has made in elementary literacy identified in the literacy section above are resulting in major gain in reading performance.

The DIBELS is a screening and progress monitoring measure designed to assess the foundational reading skills closely associated with dyslexia. The DIBELS results also underscore significant progress in remediating linguistic skill deficits associated with reading failure. In 2017, the DIBELS results indicated 24% of our elementary students were in the intensive support range and another 20% would require additional intervention to acquire foundational skills. This year, our beginning benchmark showed the number of children in support categories had been cut in half, with 11% in the intensive support range and 12% in the strategic support range.

The district has identified achievement gaps and how best to address them, especially focusing on the achievement gaps of economically disadvantaged students and Hispanic/Latino students. The work on culturally responsive pedagogy and the math coach positions are supporting efforts toward closing those gaps. Collecting Panorama survey data for the third year has helped us to better understand students' perceptions of APS culture and climate. All of these efforts continued to promote the effective use of student performance data to improve instruction and to target intervention to best address students' academic and social-emotional needs.

In addition to the reports on student achievement, the district has also improved its ability to provide financial data, such as comparative district professional salary scales and the analyses included in the budget development and budget book. As these data reports are updated, they are posted on the district website.

When schools closed in March, our data analysis efforts shifted markedly to assessing parents', teachers' and students' perceptions and suggestions about remote learning so that we could adjust instructional strategies to better reach students. Survey results provided valuable data for planning hybrid models of instruction for the 2020-21 school year.

FACILITIES



The district continues to devote extensive time and energy to capital improvements, particularly the efforts to renovate/replace West Elementary, Shawsheen Preschool, and Andover High School. The work on the feasibility phase for West Elementary progressed aggressively. We submitted to MSBA a thorough description of West Elementary's educational program. This document makes the case for an exemplary school facility that addresses the needs of all students in innovative ways. It highlights the need for significant space and appropriate facilities for students with special needs and preschool students so that we can move our preschool students from Shawsheen. Based on MSBA feedback, the document was revised, integrated into the Preliminary Design Proposal (PDP), and resubmitted on March 11. After further feedback from MSBA, the PDP (including the educational program) was again revised and submitted on May 6 as part of the Preferred Schematic Report (PSR). In addition, the Building Committee selected a project management team as well as an architect for the project. As a result, MSBA has given approval for Andover to build a new West Elementary School with an enrollment of 925 students with a preschool addition to accommodate another 130 students.

The administration worked with the AHS Facility Study Committee to host a visit from MSBA staff and consultants as part of its review in preparation for a decision on whether to accept AHS into the MSBA program. Although Andover High School was not accepted into the MSBA program, district and committee leaders met with MSBA to determine the reasons for not being accepted. A revised Statement of Interest was submitted as a new SOI in April 2020. The next decision from MSBA is anticipated by the end of 2020. If the project is again denied, the district may begin the process of seeking the town's support for funding of a renovation/replacement of AHS.

We also worked with the Facilities Department to address significant capital needs in the district, including replacing the floor in the high school field house and the asphalt on the tennis courts, beginning design work on the elevator for Doherty, designing a new heating and air conditioning system for Sanborn, renovating West Middle's

auditorium, and completion of the kindergarten playground and air conditioning for the gym at High Plain and Wood Hill. We had hoped to replace the roof at Sanborn and add air conditioning to the Doherty library; however, those projects had to be delayed while we assess and address the economic impact of the pandemic.

COMMUNICATIONS

Proactive communications continue to expand to district staff, families and the community at large. The communications director rebranded the district's newsletter to become the biweekly *All Around APS*. It is distributed to over 8,500 readers and shared through APS's Twitter account and on www.aps1.net. As part of the district's outreach to the Andover community, the newsletter also publishes events and news from the Town Manager's office of business, arts and cultural development, Andover public safety offices, and non-profit organizations within the community.

The district continued to strengthen positive relationships with local media, highlighting district activities and student achievements by means of local op eds and TV segments, as well as feature articles and presentations for state and national organizations. We also launched a superintendent's listening tour of PTOs and PACs. Once the pandemic struck, we provided frequent remote learning updates to parents and staff and held three virtual Townwide PTO meetings for parent feedback during the closure. District leaders collaborated to create and update a COVID-19 communications webpage and At-Home remote learning plan on aps1.net. This platform supplemented regular emails from the superintendent to staff and parents, informing them of ongoing developments and changes in remote learning expectations and strategies.

The AASA SEL site visit planned for March 2020 had to be canceled due to the closure. However, the superintendent worked with AASA to convert the visit into a virtual site visit consisting of four weekly webinars. Andover was the first district to host an AASA virtual site visit. As one outcome of this successful venture, AASA will be developing a case study of our social-emotional learning efforts for national distribution.

BUDGET

The district again developed a comprehensive budget document that provided clarity and transparency about our budget goals and priorities. Given the limited additional state aid, the budget focused on only modest increases to address mental and behavioral health initiatives, eliminate the second runs on several bus routes, and facilitate the transition to eliminating tuition for full-day kindergarten.

The closure had significant financial implications. On the one hand, it provided an opportunity to realize savings that could reduce the deficit and provide reserves for the following year. On the other, we had to pay for unanticipated costs of personal protective equipment, cleaning equipment and supplies, and online learning applications to deliver remote instruction. The district negotiated with the transportation companies to produce over \$300,000 in savings as a result of the closure. We also addressed the deficit through a successful application for extraordinary relief from the state for unanticipated out-of-district placement costs, and budget restriction measures implemented early in the year, thereby ending the year with a larger balance in the circuit breaker than anticipated. Finally, the district modified its budget to prepare for contingencies for the FY21 school year.

A SHIFT IN FOCUS: SCHOOL CLOSURE AND REMOTE LEARNING

Just prior to the February break, it became evident that the spread of the coronavirus could result in closure of the district for a period of time. The district formed a core team that prepared an at-home learning website and resources for parents and students. The team also engaged teachers in preparing sets of enrichment activities that students could carry out at home. At the elementary level, teachers prepared packets of materials to go home with students once a closure was announced.

On March 13, the superintendent announced that the schools would be closed beginning on March 16. The goal for the first three weeks of the closure, which we eventually labeled as phase 1, was to provide review of existing lessons, enrichment activities around content already taught, and social and emotional support for students.

When Governor Baker extended the closure for an additional three weeks (phase 2), DESE issued guidance encouraging schools to continue with review and enrichment. Believing that enrichment would not offer sufficient challenge, the district instead decided to pursue continuity in learning and introduce new material. In addition, the district launched an aggressive professional development program to help teachers learn to use remote learning and online applications and tools in ways that would enable them to be more instructionally effective. We quickly revamped our website to provide better guidance for both regular education and special education. We also purchased additional applications and tools to deliver instruction better, to provide teletherapy, and to enable greater accountability for attendance and submission of student work.

As the closure moved into a third phase, district and school administrators supported teachers in going more deeply into content and providing more live video conferencing. In addition, the district began surveying parents, teachers and students to learn how we could best support remote learning. All special education students received an individualized remote learning plan for the closure period as well as for the summer program.

In addition to remote learning activities, teachers and schools created a wide variety of efforts to reach out and retain a sense of connectedness with students. Examples included car parades, home visits from a safe distance, virtual field trips and talent shows, spirit weeks, and online exhibits of student work. All APS staff supported students and families in myriad ways, such as meals, the return of personal belongings left in the classrooms, and the distribution of computers and hot spots.

Overall, we were better prepared for the closure than most Massachusetts districts and provided greater continuity in learning. However, we acknowledge that it is difficult to replicate the depth of the classroom experience in a remote environment. We did identify three areas in which the closure led to significant professional growth for our faculty. First, teachers become much more capable of using technology to advance instruction. Second, they worked more closely as a team to reach all students. And third, they accelerated their understanding of how to design lessons that all students could access, with options for demonstrating knowledge and understanding.

ANNUAL TOWN MEETING – September 12, 2020

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<u>WARRANT ARTICLE NO. & DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATTY. GENERAL APPROVED</u>
1. Annual Town Election Results	Reported	
2. Election – Not Required by Ballot	Election	
3. Salaries of Elected Officials	Approved	
4. Fiscal Year 2021 Budget – \$200,584,197	Approved	
5. Fiscal Year 2021 Capital Projects Fund – \$1,911,108	Approved	
6. Pension Obligation Bond Special Legislation	Approved	
7. Financial Housekeeping Articles A. Budget Transfers B. Supplemental Budget Appropriations C. Stabilization Fund D. Free Cash E. Unexpended Appropriations F. Unexpended Appropriations Capital Projects Fund G. Fiscal Year Revolving Accounts H. PEG Access and Cable Related Expenses	Approved	
8. Minor Financial Articles A. Overlay Surplus Transfer B. Elderly/Disabled Transportation Program C. Support for Andover Day D. Spring Grove Cemetery Maintenance	Approved	
9. General Housekeeping Articles A. Grant Program Authorization B. Road Contracts C. Town Report D. Property Tax Exemptions E. Contracts in Excess of Three Years F. Accepting Easements G. Rescinding Bond Authorizations	Approved	

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<u>WARRANT ARTICLE NO. & DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATTY. GENERAL APPROVED</u>
10. Granting Easements	Approved	
11. Unpaid Bills	Approved	
12. Chapter 90 Authorizations	Approved	
13. Jerry Silverman Fireworks – \$14,000	Approved	
14. School Department Revolving Account	Approved	December 29, 2020
15. Sale of Town Yard Property and a Portion of Lewis Street	Approved	
16. Discontinuance of a Portion of Lewis Street	Approved	
17. Taking by Eminent Domain of Town Yard Property and a Portion of Lewis Street	Approved	
18. Bald Hill and Tewksbury Street Land Swap	Approved	
19. Elder Services Program Stabilization Fund Transfer - \$12,000	Approved	
20. Stabilization Fund Bond Premium – \$100,000	Approved	
21. Water Treatment Plant Maintenance – \$300,000	Approved	
22. Capital Projects from General Fund Borrowing – \$6,592,000	Approved	
23. Zoning Bylaw Amendment – Solar Bylaw	Approved	December 29, 2020
24. Capital Projects from Free Cash – \$2,860,000	Approved	
25. Capital Projects from Special Dedicated Funds – \$200,000	Approved	

ANNUAL TOWN MEETING – September 12, 2020

<u>WARRANT ARTICLE NO. & DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATTY. GENERAL APPROVED</u>
26. Capital Projects from Water and Sewer Enterprise Funds – \$8,549,350	Approved	
27. Automatic Sprinklers	Approved	
28. Community Choice Aggregation	Approved	
29. Acquisition of 157 Andover Street – \$565,000	Approved	
30. Acceptance of General Law Provision to Consolidate of Maintenance Functions of Schools and Town	Approved	
31. Lease of Land at the Water Treatment Plant to Federal Aviation Administration	Approved	
32. Zoning Bylaw Amendment – Table of Use Regulations Temporary and Seasonal Placement of Tables and Chairs	Approved	December 29, 2020
33. Zoning Bylaw Amendment – Section 5.2 Sign Bylaw	Approved	December 29, 2020
34. Zoning Bylaw Amendment – Section 10 Definitions	Approved	December 29, 2020
35. Miscellaneous Bylaw Amendment – Banners in the General Business District	Approved	December 29, 2020
36. Establishment of Water Advisory Commission	Disapproved	
37. Dedication and Naming of Fire Station Initiatives	Withdrawn	

ANNUAL TOWN MEETING – September 12, 2020

ANNUAL TOWN MEETING WARRANT

Agreeably to a Warrant signed by the Selectmen on May 19, 2020, to notify and warn the Inhabitants of said Town who are qualified to vote in Town Affairs to meet and assemble at the Andover High School, Shawsheen Road, in said Andover, on

MONDAY, THE TWENTY SECOND DAY OF JUNE, 2020

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
May 26, 2020

Pursuant to Massachusetts General Laws, Chapter 39 Section 10A, the Moderator thrice recessed and postponed the Annual Town Meeting due to public health concerns relating to the novel Coronavirus Covid-19 epidemic. On June 1, 2020, the Moderator recessed and continued the Annual Town Meeting to July 22, 2020 at 5:00 P.M. On June 25, 2020, the Moderator recessed and continued the Annual Town Meeting to August 22, 2020 at 5:00 P.M. On August 11, 2020, the Moderator recessed and continued the Annual Town Meeting to September 12, 2020 at 9:30 A.M.

ANNUAL TOWN MEETING – SEPTEMBER 12, 2020

The meeting was held under a 28,000-square foot tent in a field located behind West Middle School at 70 Shawsheen Road. Chairs were socially distanced. Voter check-in occurred at the four corners of the tent.

The check lists were used in electronic form with the aid of PollPad computing devices and Three Hundred and Sixty-Four Six (364) voters were admitted to the meeting.

Sheila M. Doherty, Moderator, called the meeting to order at 9:30 A.M.

The Pledge of Allegiance to the Flag was led by Annie Gilbert, chair of the Select Board.

The invocation was given by Rev. Adam Isbitsky of Ballard Vale United Church.

The Moderator took a moment to remember the September 11th anniversary and those residents of the Town who have passed in the past year.

ANNUAL TOWN MEETING – September 12, 2020

Upon motion made and duly seconded it was VOTED to require that persons who are not wearing a face covering of their mouth and nose be seated in a section of the tent located separately from persons who are wearing such face coverings.

Upon motion made and duly seconded it was VOTED to admit non-voters to the meeting, some of whom may be speaking. Twenty two (22) 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.

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 12 voting sections of the tent.

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 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 two minutes, subject to her discretion. The Motion passed by a majority vote.

The Moderator then took up the Warrant.

ARTICLE 1	ANNUAL TOWN ELECTION
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Annual Town Election: Moderator for one year, one Select Board member for three years, one School Committee member for three years, one Housing Authority member for five years, and two Punchard Free School Trustees 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
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ANNUAL TOWN MEETING – September 12, 2020

Select Board	One for Three Years	Laura M. Gregory 5 Embassy Lane
School Committee	One for Three Years	Lauren M. Conoscenti 129 Rattlesnake Hill Road
Trustees of the Punchard Free School	Two for Three Years	Donald F. Schroeder 204 Haggets Pond Road Paul T. MacKay 21 Fossen Way
Housing Authority	One for Five Years	Margaret V. O'Connor 22 Railroad Street

ARTICLE 2	ELECTION NOT REQUIRED BY BALLOT
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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 Peter Witman of 48 Haggets Pond Road be elected Trustee of the Cornell Fund for three years.

ARTICLE 3	SALARIES OF ELECTED OFFICIALS
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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.
Select Board:	Chair - \$1,800.00 Members - \$1,500.00
School Committee:	Chair - \$1,800.00 Members - \$1,500.00

ANNUAL TOWN MEETING – September 12, 2020

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

Select Board Report: Approval
Finance Committee Report: Approval

ARTICLE 4	FISCAL YEAR 2021 BUDGET
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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, 2020 and ending June 30, 2021, 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 \$200,584,197 less \$2,759,166 for a total of \$197,825,031 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, 2020 and ending June 30, 2021.

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

It was moved by Mr. Donal Coleman of 91 High Street and duly seconded to amend General Government Personal Expenses by one third, from \$6,950,662 to \$4,656,944. A simple majority vote required for passage, the Moderator declared the Motion to Amend Failed.

It was moved by Mr. Jose Albuquerque of 197 Greenwood Road and duly seconded to amend Department of Public Works Personal Expenses from \$3,720,377 to \$2,809,103. 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 Passed by a majority vote.

Select Board Report: Approval
Finance Committee Report: Approval
School Committee Report: Approval

The FY 2021 Budget was approved as follows:

<u>Department</u>	<u>Amount</u>
Public Safety	\$ 17,974,915
General Government	\$ 9,126,788

ANNUAL TOWN MEETING – September 12, 2020

Public Works	\$ 9,356,326
Public Facilities	\$ 3,829,299
Library	\$ 2,915,530
Community Services	\$ 2,489,683
Unclassified	\$ 374,718
Schools	\$ 89,246,700
Sewer	\$ 3,188,979
Water	\$ 5,501,805
Technical Schools	\$ 740,000
Obligations	\$ 56,579,454
GRAND TOTAL	\$ 200,584,197
<i>less dedicated Revenues</i>	<i>(\$ 2,759,166)</i>
NET TOTAL	\$ 197,825,031

2020 ANNUAL TOWN MEETING SPECIAL ARTICLES

SPECIAL ARTICLES FROM FREE CASH

Article 11	Unpaid Bills	\$ 3,870.00
Article 24	Capital Projects from Free Cash	\$2,860,000.00
Article 29	Acquisition of 157 Andover Street	\$ 565,000.00
	TOTAL	\$3,428,870.00

SPECIAL ARTICLES – TRANSFER OF FUNDS

Article 7H	From Cable Franchise Fees to support PEG access services and other related expenses	\$ 385,975.00
Article 8A	From Overlay Surplus to fund expenses related to the FY2021 valuation of personal property accounts of locally assessed gas distribution companies	\$ 20,000.00
Article 8D	From the Spring Grove Cemetery Perpetual Care reserve account and appropriate the sum of \$6,000 for the purpose of cemetery maintenance including costs incidental and related thereto	\$ 6,000.00
Article 19	From the Elder Services Program Stabilization Fund established under Article 1 of the May 7, 2013 Special Town Meeting to be used for the development and implementation of new programs, services and activities as recommended by the Division of Elder Services and approved by the Town Manager	\$ 12,000.00
Article 20	From the Bond Premium Stabilization Fund to the General Fund to offset non-exempt debt interest Payments	\$ 100,000.00
Article 25	From the Cable Franchise Fee Account for the purpose	

ANNUAL TOWN MEETING – September 12, 2020

of purchasing or leasing services and materials related
to replacing student technological devices **\$ 200,000.00**

TOTAL **\$ 723,975.00**

SPECIAL ARTICLES – GENERAL FUND BORROWING

Article 22 Capital Projects from General Fund Borrowing **\$ 6,592,000.00**

SPECIAL ARTICLES – WATER/SEWER FUND BORROWING

Article 26 Capital Projects from Water and Sewer Borrowing **\$ 7,574,350.00**

SPECIAL ARTICLES – RESCIND BOND AUTHORIZATION

Article 9G Article 36, 2012 Annual Town Meeting –
WTP Filter Backwash Discharge Tank **\$ 300,000.00**

SPECIAL ARTICLES – FISCAL YEAR 2021 REVOLVING ACCOUNTS

Article 7G Community Development & Planning Department **\$ 20,000.00**

Article 7G Memorial Hall Library – Lost/Damaged Materials **\$ 20,000.00**

Article 7G Health Clinic **\$ 60,000.00**

Article 7G Division of Recreation **\$ 625,000.00**

Article 7G Division of Youth Services **\$ 400,000.00**

Article 7G Field Maintenance **\$ 150,000.00**

Article 7G Division of Elder Services **\$ 225,000.00**

Article 7G Police Communications **\$ 50,000.00**

Article 7G School Photocopy Fees **\$ 10,000.00**

Article 7G Compost Program **\$ 60,000.00**

Article 7G Solid Waste **\$ 40,000.00**

Article 7G Stormwater Management **\$ 5,000.00**

Article 7G Fire Rescue **\$ 100,000.00**

Article 7G Health Services **\$ 100,000.00**

TOTAL **\$ 1,870,000.00**

SPECIAL ARTICLES FROM TAXATION

Article 5 Capital Projects Fund Appropriation **\$ 1,911,108.00**

Article 8B Elderly/Disabled Transportation Program **\$ 12,000.00**

Article 8C Support for Andover Day **\$ 5,000.00**

Article 13 Jerry Silverman Fireworks Program **\$ 14,000.00**

TOTAL **\$ 1,942,108.00**

ANNUAL TOWN MEETING – September 12, 2020

On the request of the Town Manager and the Finance Committee

Upon motion made and duly seconded it was VOTED that the Town authorize the Town Manager to petition the General Court for legislation that would authorize the Town to borrow funds for a Pension Obligation Bond for the purposes of funding the unfunded pension liability, so-called of the Town’s retirement system and to include a provision in the legislation for a five member advisory board to the Andover Retirement Board, which advisory board is appointed solely by the Town Manager for up to three year terms for each member at the Town Manager’s discretion, provided that the General Court may reasonably vary the form and substance of the required legislation within the scope of the general public objectives of the petition.

It was moved by Mr. Jose Albuquerque of 197 Greenwood Road and duly seconded to amend the article to include the following sentence:

Authorization of any future amount of borrowing will require another Town Meeting approval and acceptance by Town Meeting voters of integrated [sic] long term financial plan for unfunded pension liability that shall include proposed reforms and professional company [sic] to manage the pension obligation bonds.

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

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by a vote of 225 in the affirmative and 23 in the negative.

ARTICLE 7	FINANCIAL HOUSEKEEPING ARTICLES (A THROUGH H)
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A. Budget Transfers To see if the Town will vote to transfer from amounts previously appropriated at the April 2019 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

B. Supplemental Budget Appropriations To see if the Town will vote to transfer from available funds a sum of money to supplement appropriations voted at the April 2019 Annual Town Meeting, or take any other action related thereto.

On request of the Town Manager

C. Stabilization Fund 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

ANNUAL TOWN MEETING – September 12, 2020

46, Sections 14 and 50 of the Acts of 2003 and Chapter 218 of the Acts of 2016, or take any other action related thereto.

On request of the Town Manager

- D. Free Cash** To see what amount the Town will vote to permit the Assessors to use in Free Cash to reduce the Fiscal Year 2021 tax rate and to affect appropriations voted at the 2020 Annual Town Meeting, or take any other action related thereto.

On request of the Finance Director

- E. Unexpended Appropriations** 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

- F. Unexpended Appropriations Capital Projects Fund** To see what disposition shall be made of unexpended appropriations in the Capital Projects Fund, or take any other action related thereto.

On request of the Finance Director

- G. Fiscal Year 2021 Revolving Accounts** 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, 2020, or take any other action related thereto:

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Revolving Fund	FY2021 Limit
Community Development & Planning Department	\$20,000
Memorial Hall Library-Lost/Damaged Materials	\$20,000
Health Clinic	\$60,000
Division of Recreation	\$625,000
Division of Youth Services	\$400,000
Field Maintenance	\$150,000
Division of Elder Services	\$225,000
Police Communications	\$50,000
School Photocopy Fees	\$10,000
Compost Program	\$60,000
Solid Waste	\$40,000
Stormwater Management	\$5,000
Fire Rescue	\$100,000
Health Services	\$100,000
Sign Shop Revolving Fund	\$10,000

On the request of the Finance Director

H. PEG Access and Cable Related Expenses 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 2021, which begins on July 1, 2020, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED that:

1. Articles 7A-7E be withdrawn;
2. Per Article 7F, that the Town close out the sum of \$4,915.21 from the following appropriations:
 - \$ 1,015.54 Article 5, 2008 Annual Town Meeting – Capital Projects Fund
 - \$.60 Article 5, 2009 Annual Town Meeting – Capital Projects Fund
 - \$ 18.59 Article 5, 2010 Annual Town Meeting – Capital Projects Fund
 - \$ 3,879.95 Article 5, 2012 Annual Town Meeting – Capital Projects Fund

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- \$.33 Article 5, 2014 Annual Town Meeting – Capital Projects Fund
- \$.20 Article 5, 2015 Annual Town Meeting – Capital projects Fund

3. Per Article 7G, to remove the Sign Shop Revolving account and to approve Article 7G as amended.
4. To approve Article 7H as printed in the warrant and further that the Town appropriates \$385,975 for cable related purposes.

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

Select Board Report: Approval (A-H)
Finance Committee Report: Approval (F-H)
School Committee Report: Approval (G)

ARTICLE 8	MINOR FINANCIAL ARTICLES (A THROUGH D)
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A. Overlay Surplus Transfer To see if the Town will vote to transfer \$20,000 from Overlay Surplus to fund expenses related to the FY2021 valuation of personal property accounts of locally assessed gas distribution companies, or take any other action related thereto.

On request of the Finance Director

B. Elderly/Disabled Transportation Program To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$12,000 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

C. Support for Andover Day 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 Andover Day in the downtown, or take any other action related thereto.

On request of the Town Manager

D. Spring Grove Cemetery Maintenance 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 maintenance including costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Public Works

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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 Select Board 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 Select Board and the School Committee to accept grants of easements for streets, water, drainage, sewer, public access 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 two motions made and duly seconded it was VOTED, first, to approve the consent agenda, Articles 9A through 9F, as printed in the warrant, and, second, that the Town hereby votes 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>
\$300,000	4/30/12	36	WTP Filer Backwash Discharge Tank

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

Select Board Report:	Approval (A-G)
Finance Committee Report:	Approval (A, B, D, E, G)
School Committee Report:	Approval (E, F)
Commission on Disability Report:	Approval (D)

ARTICLE 10	GRANTING EASEMENTS
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To see if the Town will vote to authorize the Select Board and the School Committee to grant easements for water, drainage, sewer and utility purposes or any public purpose on terms and

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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 10 as printed in the Warrant.

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
School Committee Report: Approval

ARTICLE 11	UNPAID BILLS
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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 obligation was 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 that the Town transfer from free cash and appropriate the sum of \$3,870.00 to pay D.C. MacRitchie, LLC for costs incurred in fiscal year 2019.

VOTE: A four-fifths vote required for passage, the Moderator declared the Motion Passed by a vote of 229 in the affirmative and zero in the negative.

Select Board Report: Approval
Finance Committee Report: Approval

ARTICLE 12	CHAPTER 90 AUTHORIZATIONS
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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.

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VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
Finance Committee Report: Approval

ARTICLE 13	JERRY SILVERMAN FIREWORKS
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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.

Select Board Report: Approval
Finance Committee Report: Approval

ARTICLE 14	SCHOOL DEPARTMENT REVOLVING ACCOUNT
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To see if the Town will vote to accept the provisions of Massachusetts General Law Chapter 44 Section 53E ½ to allow all monies received by the School Department in connection with a fee based, Andover led professional development institute for teachers and educators, or take any other action related thereto.

On request of the School Committee

It was first moved and seconded to approve Article 14 as printed in the Warrant. Upon motion made and duly seconded it was VOTED that pursuant to General Laws Chapter 44, Section 53E ½ the Town vote to amend General By-Law Article XII Section 48.5 by establishing, authorizing and adding a new Revolving Fund entitled “Professional Development Institute” with the School Superintendent authorized to spend from the fund monies received by the School Department in connection with a fee-based Andover led professional development institute for teachers and educators, and to authorize expenditures from the fund for professional development and instruction for fiscal year 2020 and subsequent years, and to authorize the amount of \$18,881.17 expended in fiscal year 2020, pursuant to General Laws Chapter 44, Section 53E ½, and to authorize the amount of \$50,000.00 to be expended in the fiscal year 2021.

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

School Committee Report: Approval
Select Board Report: Approval
Finance Committee Report: Approval

ARTICLE 15	SALE OF TOWN YARD PROPERTY AND A PORTION OF LEWIS STREET
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To see if the Town will vote to transfer the care, custody, management and control of the land and buildings known as the Town Yard, and a portion of Lewis Street to be discontinued, which land and buildings are shown as Lot 1, and bounded and described on a Plan entitled “Plan of Land in Andover, Mass. Prepared for the Town of Andover, Date: February 13, 2020, Scale 1” = 30’” prepared by Andover Consultants, Inc., containing 3.404 acres, a copy of which Plan is on file with the Office of the Town Clerk, from the Select Board for the purposes for which such land and buildings are currently held to the Select Board for the purposes of sale of said land and buildings, to declare said land and buildings available for sale and to authorize the Select Board to sell said land and buildings, according to the provisions of Massachusetts General Laws Chapter 30B, substantially in accordance with the terms, conditions and restrictions set forth in the Request for Proposals on file with the Office of the Town Clerk, upon such final terms and conditions as the Select Board deems to be in the best interests of the Town, and further that the Select Board approve any other restrictions, including restrictions on use, that are 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 15 as printed in the Warrant.

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

Select Board Report: Approval
Historic Mill District Task Force Report: Approval
Planning Board Report: Approval
Finance Committee Report: Approval
School Committee Report: Approval

Also reporting approval, but not orally during meeting: the Andover Green Advisory Board, Preservation Commission, Economic Development Council, Design Review Board, Memorial Hall Library Board of Trustees, and the Commission on Disability.

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ARTICLE 16	DISCONTINUANCE OF A PORTION OF LEWIS STREET AS A PUBLIC WAY
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To see if the Town will vote to discontinue as a public way that portion of Lewis Street which is described as follows:

The area shown as “Portion of Lewis Street to be Discontinued 6,722 S.F.+/- ” on Plan of Land entitled “Discontinuance Plan, Portion of Lewis Street, Andover, Mass. Prepared for: Town of Andover, Date: March 2, 2017, Scale 1” = 40’, Andover Consultants, Inc., 1 East River Place, Methuen, Mass., 01844,” a copy of which Plan is on file in the Office of the Town Clerk, 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 16 as printed in the Warrant.

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

Select Board Report:	Approval
Historic Mill District Task Force Report:	Approval
Planning Board Report:	Approval
Finance Committee Report:	Approval
School Committee Report:	Approval

Also reporting approval, but not orally during meeting: the Andover Green Advisory Board, Preservation Commission, Economic Development Council, Design Review Board, Memorial Hall Library Board of Trustees, and the Commission on Disability.

ARTICLE 17	TAKING BY EMINENT DOMAIN OF TOWN YARD PROPERTY AND DISCONTINUED PORTION OF LEWIS STREET
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To see if the Town will vote to authorize the Select Board to take by eminent domain the land and buildings known as the former Town Yard and a discontinued portion of Lewis Street, shown as Lot 1, containing 3.404 acres, and the parcel of land shown as Parcel X containing 1,884 square feet, bounded and described on the plan entitled “Plan of Land in Andover, Mass.” Prepared for the Town of Andover, Date: February 13, 2020, Scale 1” =30’, prepared by Andover Consultants, Inc., a copy of which Plan is on file with the Office of the Town Clerk, for the purpose of resolving any matters regarding the title and boundaries of said property, and to pay no damages for said taking, 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 17 as printed in the Warrant.

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

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Select Board Report: Approval
Historic Mill District Task Force Report: Approval
Planning Board Report: Approval
Finance Committee Report: Approval
School Committee Report: Approval

Also reporting approval, but not orally during meeting: the Andover Green Advisory Board, Preservation Commission, Economic Development Council, Design Review Board, Memorial Hall Library Board of Trustees, and the Commission on Disability.

Virginia Cole Community Service Award

The Moderator then interrupted consideration of the Warrant to award the Virginia Cole Community Service Award. The Virginia Cole Award is presented at each Annual Town Meeting to an individual in gratitude for outstanding long-term contributions to the Town of Andover in an elected, appointed, or volunteer role.

The Virginia Cole Community Service Award was awarded to Charles Kendrick in recognition of his exemplary volunteer service to the Town of Andover. Mr. Kendrick lived in Andover for 40 years and, during his time as a resident, contributed to the thoughtful and constructive land use planning in Andover. In particular, with a special interest in the senior population, and his expertise in congregate care communities due to his volunteer work on the Board of Directors of the Edgewood Retirement Community in North Andover, Mr. Kendrick volunteered to chair the Franciscan Housing Overlay Task Force. In this assignment, he helped to write the zoning to bring affordable senior housing ownership opportunities to West Andover at the former Franciscan Center property. Further, Mr. Kendrick later brought his considerable experience in urban planning to the creation of the Andover Historic Mill Overlay District, as well as presiding as Chair of the Design Guidelines Task Force for the new District. The creation of the Historic Mill District and subsequent relocation of Town Yard out of the downtown will open up over three acres directly in the downtown for redevelopment opportunities.

The award was presented by Select Board chair Annie Gilbert and School Committee chair Shannon Scully. Mr. Kendrick accepted the award and expressed his appreciation to Town Meeting and explained that service to the community, such as his service, is made possible because of the Town’s dedicated and intelligent staff and residents.

ARTICLE 18	BALD HILL AND TEWKSBURY STREET LAND SWAP
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To see if the Town will vote to transfer the care, custody, and control of the parcel of land, consisting of approximately 7.419 acres, located at 126 Tewksbury Street, and recorded at Book 10031, Page 237 of the Essex North District Registry of Deeds, shown as Assessors Map 182, Parcel 7 which is being used for general municipal purposes from the Select Board to the Conservation Commission pursuant to Massachusetts General Laws, Chapter 40, Section 8C and

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Article 97 of the Massachusetts Constitution for conservation and passive recreation purposes and to transfer the care, custody and control of two parcels of land on High Plain Road consisting of approximately 4.401 acres used as the Bald Hill composting facility and approximately .677 acres used as a dog park and parking lot, both parcels being a portion of the property described in a deed recorded at Book 1294, Page 232 and shown as Lot 1 and Lot 2 respectively on a plan on file at the Town Clerk’s Office titled “Plan of Land in Andover, Mass. Prepared for Town of Andover, Date January 20, 2020” by Andover Consultants Inc. from the Conservation Commission to the Select Board on the conditions that said composting facility shall remain as a composting facility only to be used for composting organic material such as leaves, sticks, grass clippings, wood chips and the like, and said dog park and parking lot shall remain as a dog park and parking lot and if the land transferred to the care, custody and control of the Select Board ceases to be used as a composting facility or dog park and parking lot, then that portion of the land which is not so used as a composting facility or dog park and parking lot shall revert back to the Conservation Commission of the Town of Andover for conservation and passive recreation purposes, and to authorize the Town Manager to petition the Legislature for special legislation to authorize the foregoing transfers and conditions, provided that the Legislature may reasonably vary the form and substance of the required legislation within the scope of the general public objectives of the petition 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 18 as printed in the Warrant.

It was moved by Mr. Roger Marc Fornier of 134 Elm Street and duly seconded to amend the Article to insert “, and also recycling activities” after the words “... wood chips and the like” A simple majority vote required for passage, the Moderator declared the Motion to Amend Failed.

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by a vote of 191 in the affirmative and 20 in the negative.

Select Board Report:	Approval
Finance Committee Report:	Approval
Planning Board Report:	Approval
Conservation Commission Report:	Approval

ARTICLE 19	APPROPRIATION FROM ELDER SERVICES PROGRAM STABILIZATION FUND
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To see if the Town will vote to transfer and appropriate the sum of \$12,000 from the Elder Services Program Stabilization Fund established under Article 1 of the May 7, 2013 Special Town Meeting to be used for the development and implementation of new programs, services and activities as recommended by the Division of Elder Services and approved by the Town Manager, or take any other action related thereto.

On request of Director of Community Services

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

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
Finance Committee Report: Approval

ARTICLE 20	STABILIZATION FUND BOND PREMIUM
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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 20 as printed in the Warrant.

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
Finance Committee Report: Approval

ARTICLE 21	WATER TREATMENT PLANT MAINTENANCE
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To see if the Town will vote to appropriate the sum of \$300,000 in the Water Enterprise Fund for the purpose of paying various maintenance costs related to the water distribution system and the Water Treatment Plant, including any other 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 21 as printed in the Warrant.

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

Select Board Report: Approval
Finance Committee Report: Approval

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ARTICLE 22	CAPITAL PROJECTS FROM GENERAL FUND BORROWING
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To see if the Town will vote to raise by taxation, borrowing, transfer from available funds or by any combination thereof and appropriate the sum of \$8,392,000 to pay costs of purchasing capital equipment, making infrastructure improvements, or for purchasing services and materials related to capital improvements, as more particularly described below, including the payment of any other costs incidental and related thereto, or take any other action related thereto.

CIP #	Project	Amount	Statutory Citation
POL-2	Public Safety CAD/RMS System	\$332,000	C 44 Sec 7(9)
FR-1	Fire Apparatus Replacements	\$725,000	C 44 Sec 7(1)
FR-4	Fire Bi-Directional Amplifier System	\$300,000	C 44 Sec 7(1)
DPW-7b	Public Works Vehicles – Large	\$580,000	C 44 Sec 7(1)
DPW-8	Minor Storm Drain Improvements	\$300,000	C 44 Sec 7(1)
FAC-6	Major Town Projects	\$825,000	C 44 Sec 7(1)
FAC-7	Town & School Energy Initiatives	\$300,000	C 44 Sec 7(1)
SCH-5	Major School Projects	\$4,080,000	C 44 Sec 7(1)
TM-2	Sidewalk Program	\$950,000	C 44 Sec 7(1)

On request of the Town Manager, Police Chief, Fire Chief, Director of Public Works, and Director of Facilities

Upon motion made and duly seconded, with the motion amending the Article as printed in the Warrant, it was VOTED that the Town appropriates \$6,592,000 to pay costs of purchasing the capital equipment, making the infrastructure improvements, or purchasing services and materials related to such capital improvements, as more particularly described below, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Select Board, is authorized to borrow said amount in accordance with M.G.L. c. 44, §7, as described above, 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.

Project	Amount
Public Safety CAD/RMS System	\$332,000
Fire Apparatus Replacements	\$725,000
Fire Bi-Directional Amplifier System	\$300,000
Public Works Vehicles – Large	\$580,000
Minor Storm Drain Improvements	\$300,000
Major Town Projects	\$825,000
Town & School Energy Initiatives	\$300,000
Major School Projects	\$2,280,000
Sidewalk Program	\$950,000

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VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
 Finance Committee Report: Approval
 School Committee Report: Approval

ARTICLE 23	ZONING BYLAW AMENDMENT – SOLAR BYLAW
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To see if the Town of Andover will vote to add a new Section 6.10 to the Andover Zoning Bylaw, Article VIII and amend the Andover Zoning Bylaw, Article VIII, Section 3.1.3 Table of Use Regulations Appendix A Table 1, 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. Roof/Building-mounted	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
b. Ground-mounted, small-scale as an accessory use (See Section 6.10)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
c. Ground-mounted, medium-scale as an accessory use (See Section 6.10)	PB	PB	PB	PB	PB	PB	PB	PB	P B	PB	PB	PB
d. Ground-mounted, large-scale (See section 6.10)	N	N	N	N	N	N	N	N	PB	PB	PB	PB

Add to Section 6.0 Special Regulations:

6.10 Solar

6.10.1 Purpose

The purpose of this bylaw is to encourage and regulate the creation, construction and operation of new solar energy installations by defining requirements for the placement, design, construction, operation, monitoring, modification and removal of such installations that address public safety, minimize impacts on scenic, natural and historic resources, and to provide adequate financial assurance for the eventual decommissioning of such installations.

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6.10.2 Applicability

This section applies to solar energy systems proposed to be constructed after the effective date of this section, excluding those installed by or on behalf of the Town or on Town property. This section also pertains to physical modifications that materially alter the type, configuration, or size of such installations or related equipment.

The Planning Board shall act as the Special Permit Granting Authority.

6.10.3 Standards

Any installation of ground mounted solar shall meet the following standards.

1. The construction and operation of all solar energy systems shall be consistent with all applicable local, state and federal requirements, including but not limited to all applicable safety, construction, electrical, and communications requirements. All buildings and fixtures forming part of a solar energy installation shall be constructed in accordance with the State Building Code.
2. Solar energy systems, ground-mounted small-scale and medium-scale shall be allowed as an accessory use in rear yards and side yards, but not in front yards, provided such they are not located nearer to any property line of the rear yard than 10 feet or the system height, whichever is greater, they comply with the minimum setback requirements for side yards in the particular district, and do not exceed 15 feet in height in a residential district.
3. Landscaping that visually buffers the solar energy system from adjacent properties, including, but not limited to, walls and fences, shall be properly maintained.
4. Solar energy systems and access drives will not be allowed within critical habitats, wetlands and wetland buffer zones unless approved by the Conservation Commission or Massachusetts Department of Environmental Protection; however solar energy systems panels are allowed to overhang in the wetland buffer zones.

6.10.4 Special Permit Standards

The following are in addition to the standards located in section 6.10.3 that shall apply for Medium-Scale and Large-Scale Solar Energy Systems.

1. The size of a solar energy system as an accessory use within the residential and business districts shall be limited to that needed to generate energy consumed on-site on an annual basis as documented by prior energy usage and any permitted improvements within the next year and included in the special permit application.
2. For ground-mounted installations requiring a special permit, reasonable efforts, as determined by the Planning Board, shall be made to minimize visual impacts by preserving natural vegetation, screening abutting properties, or other appropriate measures. The Planning Board may also require that ground-mounted installations not occlude building signage or entry ways.

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3. Any solar carport system for non-residential use must have a minimum clearance for emergency vehicles.
4. Lighting of ground-mounted solar energy systems shall be consistent with local, state and federal law. Lighting of the system's components, including appurtenant structures, shall be limited to what is required for safety and operational purposes, and shall be reasonably shielded from abutting properties. Where feasible, lighting shall be directed downward and shall incorporate full cut-off fixtures to reduce light pollution.
5. Signs affixed to or associated with ground-mounted solar energy installations shall comply with Section 5.2. A sign consistent with Section 5.2 shall be required to identify the owner and provide an up-to-date 24-hour emergency contact phone number.
6. Reasonable efforts shall be made to place all utility connections from the solar installations underground, depending on appropriate soil conditions, shape, and topography of the site and any requirements of the utility provider. Electrical transformers for utility interconnections may be above ground if required by the utility provider.
7. Clearing of natural vegetation shall be limited to what is necessary for the construction, operation and maintenance of the installation or otherwise prescribed by applicable laws, regulations, and bylaws.
8. For large-scale ground-mounted solar energy systems, height, front, side and rear setbacks shall meet the dimensional requirements of the district.
9. The installation owner or operator of a ground-mounted solar energy system may be required to provide a copy of the project summary, electrical schematic, and site plan to the Fire Chief. Upon request the owner or operator shall cooperate with local emergency services in developing an emergency response plan. All means of shutting down the solar energy installation shall be clearly marked. The owner or operator shall identify a responsible person for public inquiries throughout the life of the installation.
10. The solar energy system owner or operator shall maintain the facility in good condition. Maintenance shall include, but not be limited to, painting, structural repairs, and integrity of security measures. Site access shall be maintained to a level acceptable to the Fire Chief and Emergency Medical Services. The owner or operator shall be responsible for the cost of maintaining the solar energy installation and any access road(s), unless accepted as a public way.
11. Any ground-mounted solar energy system which has reached the end of its useful life or has been abandoned shall be removed. The owner or operator shall remove all structures associated with the solar energy system within one year of the cessation of said use. The owner or operator shall notify the Inspector of Buildings by certified mail of the proposed date of discontinued operations and plans for removal. Decommissioning shall consist of:

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- Physical removal of all medium-scale and large-scale ground-mounted solar energy installations, structures, equipment, security barriers and transmission lines from the site.
 - Disposal of all solid and hazardous waste in accordance with local, state, and federal waste disposal regulations.
 - Stabilization or re-vegetation of the site as necessary to minimize erosion.
12. The Planning Board may impose a condition requiring the owner/operator to post a bond or other financial surety acceptable to the town in an amount sufficient to cover the cost of removal and disposal of the solar energy system.
13. Access driveways for large-scale ground mounted solar energy systems shall be constructed to a minimum of 20 feet wide and constructed for perimeter access. Aisle width access should be reviewed by the fire department for access for emergency vehicles with a turnaround. Access drives do not have to be paved.
14. The land area being disturbed for the installation of large-scale ground mounted solar installations shall be landscaped to minimize surface water run-off and soil erosion.

Application:

A special permit application shall follow the provisions of subsections 9.5.3 and 9.5.4.

Add to Section 10.0 Definitions:

Solar Energy Systems - A system of devices and/or structures whose primary purpose is to transform solar energy into another form of energy or to transfer heat from a collector to another medium using mechanical, electrical, or chemical means. Includes solar photovoltaic systems, which convert solar energy to electricity, and solar-thermal collectors, which heat water.

Solar Energy Systems, Ground-mounted - A solar energy system that is structurally mounted to the ground and not to a building.

- Small-scale - Having 1,750 square feet or less of solar panel area, except within the SRA and SRB Districts the solar panel area is limited to 1,000 square feet or less, including Solar Carport Systems.
- Medium-scale - Having more than 1,750 square feet of solar panel area, or more than 1,000 square feet in districts SRA and SRB and not more than 25,000 square feet, including Solar Carport Systems.
- Large-scale - Having more than 25,000 square feet of solar panel area, including Solar Carport Systems. A large-scale system can be a primary use or an accessory use.

Solar Carport System - A ground-mounted solar energy system that provides cover or shade for parking or pedestrian areas.

On request of the Andover Green Advisory Board

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

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It was moved by Mr. Harry Vorhees of 51 Maple Avenue and duly seconded to amend Section 6.10.3, paragraph 4 by deleting the following: “however solar energy systems panels are allowed to overhang in the wetland buffer zones.” A simple majority vote required for passage, the Moderator declared the Motion to Amend Passed.

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion, as amended, Passed by more than a two-thirds vote.

Select Board Report: Approval
 Finance Committee Report: Approval
 Planning Board Report: Approval

ARTICLE 24	CAPITAL PROJECTS FROM FREE CASH
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To see if the Town will vote to transfer from available funds and appropriate the sum of \$3,660,000 to pay costs of purchasing capital equipment, infrastructure, or for purchasing services and materials related to capital improvements, as more particularly described below, including any other costs incidental and related thereto, or take any other action related thereto.

CIP #	Project	Amount
CDP-2	Historic Mill District Feasibility Study/Svs to Support Municipal Land Disp.	\$20,000
IT-1	Annual Staff Device Refresh	\$156,914
IT-2	Student Device Refresh	\$80,086
IT-3	IT Platforms and Infrastructure	\$75,000
POL-1	Police Vehicle Replacement	\$103,000
DPW-2	Minor Sidewalk Repairs	\$200,000
DPW-5	Two Way Radio System Phase 2	\$75,000
DPW-7a	Public Works Vehicles – Small	\$120,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
FAC-1	Town Projects – Building Division	\$380,000
FAC-2	Town Projects – Mechanical & Electrical Division	\$250,000
FAC-3	Town & School Security Projects	\$110,000
TM-1	Town Off. Meeting Room Exp. & Public Access Imp.	\$625,000
TM-5	Tree Fund	\$125,000
TM-6	Merrimack River Access	\$510,000
FAC-4	Town Vehicle Replacement	\$35,000
SCH-1	School Projects – All Schools	\$450,000
SCH-2	School Projects – By Building	\$325,000

On request of the Town Manager, Planning Director, Chief Information Officer, Police Chief, Public Works Director, Facilities Director, and Superintendent of Schools

Upon motion made and duly seconded, with the motion amending the Article as printed in the Warrant, it was VOTED that the Town appropriate \$2,860,000 to pay costs of purchasing or

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leasing, capital equipment or infrastructure, or for purchasing services and materials related to capital improvements, as more particularly described below, including any other costs incidental and related thereto, and that to meet this appropriation, said amount shall be transferred from Free Cash.

Project	Amount
Town Off. Meeting Room Exp. & Public Access Imp.	\$625,000
Tree Management Fund	\$125,000
Merrimack River Access	\$510,000
Historic Mill District Feasibility Study	\$20,000
Annual Staff Device Refresh	\$156,914
Student Device Refresh	\$80,086
IT Platforms and Infrastructure	\$50,000
Police Vehicle Replacement	\$103,000
Minor Sidewalk Repairs	\$200,000
Two Way Radio System Phase 2	\$75,000
Public Works Vehicles – Small	\$120,000
Spring Grove Cemetery Improvements	\$20,000
Town Projects – Building Division	\$380,000
Town Projects – Mechanical & Electrical Division	\$250,000
Town & School Security Projects	\$110,000
Town Vehicle Replacement	\$35,000

It was moved by Ms. Andrea P. Stidsen of 38 Canterbury Street and duly seconded to amend Article 24 by removing “Town Offices Meeting Room Expansion & Public Access Improvement - \$625,000” in its entirety. A simple majority vote required for passage, the Moderator declared the Motion to Amend Failed.

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

Select Board Report: Approval
 Finance Committee Report: Approval
 School Committee Report: Approval
 Commission on Disability Report: Approval

ARTICLE 25	CAPITAL PROJECTS FROM SPECIAL DEDICATED FUNDS
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To see if the Town will vote to transfer from available funds and appropriate the sum of \$200,000 to pay costs of purchasing, or leasing capital equipment, infrastructure, or for purchasing services and materials related to capital improvements, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Chief Information Officer

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Upon motion made and duly seconded it was VOTED to transfer the sum of \$200,000 from the Cable Franchise Fee Account and appropriate the sum of \$200,000 for the purpose of purchasing or leasing services and materials related to replacing student technological devices, including any other costs incidental and related thereto.

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

Select Board Report: Approval
 Finance Committee Report: Approval
 School Committee Report: Approval

ARTICLE 26	CAPITAL PROJECTS FROM WATER AND SEWER ENTERPRISE FUNDS
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To see if the Town will vote to raise by taxation, borrowing, transfer from available funds or by any combination thereof and appropriate the sum of \$8,549,350 to pay costs of purchasing capital equipment, making infrastructure improvements, and purchasing services and materials related to making capital improvements, as more particularly described below, including the payment of any other costs incidental and related thereto, or take any other action related thereto.

CIP #	Project	Amount	Statutory Citation
DPW-12	Water & Sewer Vehicles (WER)	\$225,000	N/A
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000	Ch 44 Sec 8 (5)
DPW-17	Hydrant Replacement Program (WER)	\$100,000	N/A
DPW-18	Water Treatment GAC Replacement (WER)	\$450,000	N/A
DPW-23	Shawsheen Pump Station (SEB)	\$1,574,350	Ch 44 Sec 7 & 8
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)	\$50,000	N/A
DPW-30	Inflow/Infiltration (I/I) Removal Program (SER)	\$150,000	N/A

On request of the Director of Public Works

Upon motion made and duly seconded it was VOTED that the Town appropriate \$8,549,350 to pay costs of purchasing capital equipment, making infrastructure improvements, and purchasing services and materials related to making capital improvements, as more particularly described below, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, (i) \$775,000 is transferred from Water Enterprise Reserves, (ii) \$200,000 is transferred from Sewer Enterprise Reserves, and (iii) the Treasurer, with the approval of the Select Board, is authorized to borrow \$7,574,350 in accordance with M.G.L. c. 44, §§7 and 8, as described above, 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.

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Project	Amount
Water & Sewer Vehicles (WER)	\$225,000
Water Main Replacement Projects (WEB)	\$6,000,000
Hydrant Replacement Program (WER)	\$100,000
Water Treatment GAC Replacement (WER)	\$450,000
Shawsheen Pump Station (SEB)	\$1,574,350
Minor Sanitary Sewer Collections System Imp (SER)	\$50,000
Inflow/Infiltration (I/I) Removal Program (SER)	\$150,000

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
 Finance Committee Report: Approval

ARTICLE 27	AUTOMATIC SPRINKLERS
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To see if the Town will vote to accept the provisions of Massachusetts General Laws Chapter 148, Section 26 I, relating to automatic sprinklers, or take any other action related thereto.

On request of the Fire Chief and the Inspector of Buildings

Upon motion made and duly seconded it was VOTED to approve Article 27 as printed in the Warrant.

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

Select Board Report: Approval

ARTICLE 28	COMMUNITY CHOICE AGGREGATION
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To see if the Town will vote to grant the Select Board authority to initiate a municipal aggregation program to aggregate the electrical load of interested residents and businesses within the Town independently, or in joint action with other municipalities, retain the right of individual residents and businesses to opt-out of the aggregation pursuant to M.G.L. c. 164. Sec. 134; and to authorize the Select Board to (i) enter into one or more agreements with one or more consultants to assist the Town with the development, implementation and administration of such aggregation program for a term of more than three years; and (ii) take any actions and execute any other documents and ancillary agreements necessary, convenient, or appropriate to accomplish the foregoing and to implement and administer the aggregation program and consultant agreements, which agreements and documents shall be on such terms and conditions and for such

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consideration as the Select Board deems 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 28 as printed in the Warrant.

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

Select Board Report: Approval
Andover Green Advisory Board Report: Approval

ARTICLE 29	ACQUISITION OF 157 ANDOVER STREET
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To see if the Town will vote to appropriate \$415,000 for the acquisition, and \$150,000 for costs related to such acquisition, including but not limited to demolition costs and removal of building contents of the land at 157 Andover Street, as shown as Assessors Map 137, Lot 20 for municipal purposes and for any other costs incidental and related thereto, and to authorize the Select Board to acquire such land with the buildings thereon, by gift, option, purchase or eminent domain, upon terms and conditions deemed by the Select Board to be in the best interest of the Town and to determine whether the amount appropriated by the Town under this Article shall be raised by taxation, transfer from available funds, borrowing, or otherwise provided, or to take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED that the Town appropriate \$565,000 for the acquisition and costs related to such acquisition, including but not limited to demolition costs and removal of building contents of the land at 157 Andover Street as shown as Assessors Map 137, Lot 20 for municipal purposes and for any other costs incidental and related thereto, and that to meet this appropriation, said amount shall be transferred from Free Cash, and to authorize the Select Board to acquire such land with the buildings thereon by gift, option, purchase, or eminent domain, upon terms and conditions deemed by the Select Board to be in the best interests of the Town.

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
Finance Committee Report: Approval
Planning Board Report: Approval

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ARTICLE 30	ACCEPTANCE OF GENERAL LAW PROVISION TO CONSOLIDATE MAINTENANCE FUNCTIONS OF SCHOOLS AND TOWN
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To see if the Town will vote to accept the provisions of Massachusetts General Laws Chapter 71, Section 37M for the purpose of consolidating the maintenance functions of the Andover School Committee with those of the Town or take any other action with respect thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to approve Article 30 as printed in the Warrant.

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

Select Board Report: Approval
School Committee: Approval
Finance Committee Report: Approval

ARTICLE 31	LEASE OF LAND AT THE WATER TREATMENT PLANT TO FEDERAL AVIATION ADMINISTRATION
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To see if the Town will vote to authorize the Select Board to renew a lease with the Federal Aviation Administration for a parcel of land containing 0.01 acres of land, more or less, located at the water treatment plant for the purpose of an outer marker, for a term not to exceed twenty years, including renewals, upon terms and conditions the Select Board deems to be 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 31 as printed in the Warrant.

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
Finance Committee Report: Approval

ARTICLE 32	ZONING BYLAW AMENDMENT – TABLE OF USE REGULATIONS TEMPORARY AND SEASONAL PLACEMENT OF TABLES AND CHAIRS
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To see if the Town will amend APPENDIX A TABLE 1 Section 3.1.3 Table of Use Regulations by amending the N (prohibited use) to a BA (Special Permit/Board of Appeals) in the IA, ID and ID2 Districts of the F. Accessory Uses 8. Temporary and seasonal placement of tables and chairs in the:

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	Residential Districts				Business Districts				Industrial Districts			
	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2
F. Accessory Uses (See Section 3.2)												
8. Temporary and seasonal placement of tables and chairs	N	N	N	N	BA	N	BA	BA	BA	BA	BA	BA

On the request of the Planning Board

Upon motion made and duly seconded it was VOTED to approve Article 32 as printed in the Warrant.

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
 Planning Board Report: Approval

ARTICLE 33	ZONING BYLAW AMENDMENT – SECTION 5.2 SIGN BYLAW
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To see if the Town will vote to amend Article VIII, Section 5.2 of the Andover Zoning Bylaws titled “Signs” by deleting the language stricken from the bylaw as shown below and adding the language in bold and italic which is shown as follows:

5.2 SIGNS.

[Amended 4-30-2002 ATM, Art. 57; 5-2-2005 ATM, Arts. 42, 43, 44, 45, 47 and 48; 5-26-2009 ATM, Art. 36]

5.2.1 Purpose.

The following sign regulations are intended to:

1. Preserve the historical ambiance, *small-town character* and aesthetic *appeal* character of the town;
 2. *Preserve views of greenery and landscapes;*
 3. ~~2.~~ Maintain public safety by eliminating potential hazards to motorists *and pedestrians* ~~created by distracting or confusing sign displays and excessive illumination;~~
 4. *Preserve the value of private and public property;*
 5. *Preserve the non-commercial character of residential neighborhoods.*
- ~~3. Encourage efficient communication for business identification and public information.~~

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The following sign bylaws are crafted to be compatible with the 2015 decision of the Supreme Court in the case of Clyde Reed v. Town of Gilbert, Arizona and are intended to avoid constitutionally suspect regulations related to time limits on legal signs on private property. The Reed decision stated that sign bylaws which are content-based must withstand strict scrutiny. That is, the government must have a compelling reason to regulate speech based on content.

5.2.2 Definitions.

In this bylaw, the following terms shall apply:

1. *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 or object;

b. Any visual device designed to inform, attract or draw the attention of persons outside the premises on which the device is located, including messages within or attached to windows and doors;

c. Any exterior building surface that is internally illuminated or decorated with gaseous tubing, LED displays or back lighting.

2. *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 or composition from the facade or common trim of the building, used to frame or provide a background for the sign. The display area may contain open space and irregular shapes if they are part of the sign. The display area shall also include internally illuminated, back-lit or 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.

3. *Sign Height*: The distance measured from the ground level at the base of the sign to the top of the sign or 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.

4. *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 contains none of the elements described in § 5.2.2.1 above, and, for freestanding signs, the total width of the support structure is less than 25% of the width of the supported sign.

5. *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 the fixed canopy or awning of a building.

[Amended 4-28-2010 ATM, Art. 49]

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6. Freestanding Sign: A sign that is supported by its own structure and is not attached to a building or other structure.

7. Projecting Sign: A sign mounted perpendicular to the building facade.

8. 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°.

9. Temporary Sign: ~~A non-permanent sign that is displayed for a limited duration. Temporary signs may be exterior (displayed on the exterior or outside of a structure) or interior (attached or displayed from the inside of a structure, viewed from the outside through a window or other opening).~~

9.10. Portable or Removable Sign: A ~~temporary~~ sign of any shape or configuration that is self supporting and not ~~permanently~~ fixed or mounted to the ground or to another structure.

10.11. Internally Illuminated Sign: A sign that is illuminated by a light source internal to the sign. Signs having a light source that forms the exterior surface of the sign or all or part of the design elements, shall be considered to be internally illuminated.

11.12. 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.

12.13. Open Space: For the purposes of this Section 5.2. open space shall be defined as undeveloped land available to the public at no cost, for passive recreation such as hiking, bird watching, fishing, photography, picnicking, cross country skiing, biking, horseback riding or other activities which do not alter or disturb the terrain and at the same time to conserve natural and scenic resources, protect air, streams or water supply, and enhance the value of the land to the public.

13.14. Awning: A fixed or retractable structure, whether made of canvas, plastic, metal or other material, placed over a storefront, door or window. For the purpose of this Section 5.2. Signs, awnings shall not be considered a sign. Lettering, symbols or graphic elements appearing on either the body or the valance of an awning (and not otherwise exempt) shall constitute an Attached Sign. The area of a sign displayed on an awning consists of the area encompassed by any lettering, symbols, or graphic elements distinct from the awning background color.

[Added 4-28-2010 ATM, Art. 49]

14. Commercial Sign: *A sign that directly or indirectly describes or proposes a transaction involving the exchange of money or goods.*

5.2.3 General Provisions.

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1. *Exemptions.* The following signs are exempt from the provisions of the bylaw:

a. Flags and insignia of any government, except when they are displayed in connection with the advertising or promotion of a commercial product or service.

b. Legal notices or informational devices erected or required by public agencies.

c. Signs affixed to *a pump from which motor fuel is sold at retail that are required by MGL Part I Title XV Chapter 94 Section 295C and/or 202 CMR 2.06.* ~~standard gasoline pumps bearing the formula and price of gasoline. Such signs shall not exceed two square feet in area. Additional signage on the pumps may not exceed 20% of the surface area of the pump.~~

d. Integral decorative or architectural features of buildings, except for lettering, trademarks, moving parts or parts internally illuminated or decorated with gaseous tube or other lights.

e. On-premises signs intended to guide and direct traffic and parking, not exceeding two square feet in area and four feet in height and bearing no *elements, as defined in 5.2.2.1.a, that are not necessary to guide and direct traffic and parking,* ~~advertising matter or~~ *and having no* internal illumination.

f. On valances of awnings or similar devices, lettering, symbols, or graphic elements not exceeding six (6) inches in height and not exceeding 75% of the height of the valance. [Amended 5-8-2013 ATM, Art. 47]

~~g.~~ On awnings or similar devices, one symbol or graphic element, without text, not exceeding five square feet per awning.

~~h.~~ Signs located on facilities or land under the care and control of the Massachusetts Bay Transportation Authority;

~~i.~~ ~~Banners installed subject to the provisions of the Andover General Bylaw, Article XII § 44.~~

2. *Relevance.* ~~A sign shall pertain to the premises on which it is located or to products, accommodations, services or activities that regularly occur or are offered on the premises.~~

2. ~~3.~~ *Maintenance.* All signs shall be maintained in a safe and neat condition to the satisfaction of the Inspector of Buildings and in accordance with the Commonwealth of the Massachusetts State Building Code, 780 CMR.

3. ~~4.~~ *Nonconforming Signs.*

a. Any nonconforming sign and/or support structure, legally permitted and erected prior to the adoption of this provision, or any amendments thereto, which remains unaltered in any way, may be continued and maintained.

b. ~~Any sign associated with a business that has terminated activities loses its relevance~~

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~~and therefore becomes nonconforming. Any nonconforming sign and/or support structure shall be removed within 30 days of a change in use or termination of activities on the premises. [Amended 4-28-2010 ATM, Art. 49]~~

~~b. e.~~ Nonconforming signs shall not be enlarged, rebuilt, restored or altered except in conformity with this bylaw.

~~c. d.~~ Any 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. 5.~~ *Liability.* No sign shall project more than five feet over any public right-of-way or other public 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. ***The Town of Andover shall be named as additional insured on all such certificates.***

5.2.4 Sign Permit.

Unless specifically exempted or provided for elsewhere in this section, no sign shall be installed, erected, enlarged, redesigned or structurally altered without a sign permit issued by the Inspector of Buildings.

1. Application and Review.

a. Sign Permit Application: 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 the installation or alteration of any sign for which a permit is required.

b. Review by the Design Review Board: Prior to the issuance of a sign permit, the Design Review Board (DRB) shall, within 30 days of submission of an application for a sign permit, review an application for: (a) a municipal sign in any district; and (b) a sign greater than four square feet in the General Business (GB) and Mixed Use (MU) Districts. Applications for review by the Design Review Board shall be submitted on a standard application form specified by the DRB. See § 5.2.15, Design Guidelines for Signs. **[Amended 4-28-2010 ATM, Art. 49]**

2. Criteria for a Special Permit. When acting on an application for a special permit, the Board of Appeals shall consider the following:

a. The character of the proposed sign and its suitability to the building and the surrounding neighborhood.

b. Its relationship to the architectural style, size and scale of the building.

~~**c.** The relevance of the information on the sign to the business or activities conducted on the premises.~~

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~~c. d.~~ The impact of the size and illumination of the sign on other establishments and the surrounding neighborhood.

~~d. e.~~ The criteria specified in § 9.6.4 of this Bylaw, and such other factors as the Board of Appeals deems appropriate in order to assure that the public interest is protected.

5.2.5 Prohibited Signs and Devices.

1. No sign shall be lighted, except by a steady external and stationary light source which is shielded and directed solely at the sign, unless specifically provided for in this bylaw.

2. No illumination shall be permitted which casts glare onto any residential premises or onto any portion of a way so as to create a traffic hazard.

3. No ~~commercial~~ signs shall be illuminated in any residential district, or within 200 feet of a residential district, between the hours of 9:00 p.m. and 7:00 a.m., unless the establishment is open to the public.

4. No sign shall be illuminated by any color other than colorless or white light, except for temporary holiday lighting.

5. No animated, revolving, flashing, backlit, exposed neon or similar exposed gaseous tube illuminated signs shall be permitted.

6. No signs shall be attached to motor vehicles, trailers or other movable objects regularly or recurrently located for fixed display.

7. Visibility for motorists and pedestrians shall not be obstructed at any intersection, driveway, or crosswalk. See also Article VIII, § 4.1.3.2.g.

8. No portable or removable sign shall be allowed in any zoning district except as permitted under § 5.2.7.3.

9. No attached exterior sign shall cover any portion of a window or door casing.

10. No signs shall be allowed on the uppermost roof of any building.

11. No portion of a sign shall extend above the highest point of the roof or parapet of the building to which it is attached.

12. *No commercial sign is allowed in zoning districts SRA, SRB, SRC and APT unless the sign pertains to an allowed commercial activity relating to or occurring on the property.*

5.2.6 Permanent Signs allowed in all zoning districts without a permit.

The following signs are allowed ~~in all zoning districts~~ *in addition to the signs allowed in other sections of these bylaws and not otherwise prohibited.* See also specific requirements for each

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zoning district in § 5.2.9 through § 5.2.14, inclusive.

1. Limitations.

a. A sign allowed by Section 5.2.6.2.a may be lighted or illuminated. No other sign allowed in Section 5.2.6 shall be lighted or illuminated.

b. A projecting sign always requires a permit.

c. No sign allowed in Section 5.2.6 may be erected on premises occupied by a business or organization until a sign permit has been issued for at least one other sign on the premises, except in the following cases:

i. Signs allowed by Section 5.2.6.2.a, Section 5.2.6.2.b and Section 5.2.6.2.c may always be erected.

ii. When a building, or of a unit of a building, in which a business or organization may operate is unoccupied, signs allowed in Section 5.2.6 may be erected.

iii. When land is undeveloped, signs allowed in Section 5.2.6 may be erected.

iv. When a residence contains a customary home occupation, signs allowed in Section 5.2.6 may be erected.

2. Signs allowed without a permit in all zoning districts.

~~a.1. One sign, either attached or freestanding, indicating only the name of the owner or occupant, street number and permitted uses or occupations engaged in thereon, does not require a sign permit if it does not exceed two square feet in area.~~

~~b.2. Open Space signs. A sign on open space or other undeveloped property open to the public, bearing no commercial, or advertising material and displaying historical, cultural, educational, environmental, or safety information pertaining to such property and/or rules relating to the public use thereof, requires no sign permit if the sign is less than 35 square feet in area.~~

~~c.5.2.7.2.a Interior temporary signs that do not exceed 30% of the transparent area of the window and/or door on which they are affixed or displayed **do not require a sign permit.**~~

~~d.5.2.7.2.b One or more exterior signs not exceeding 15 square feet in aggregate area do not require sign permits. Each residential unit in multiple-family residences and each unit in multiple-unit nonresidential properties may erect such signs. No additional signs are allowed beyond the 15 square feet in aggregate area because of the existence of a customary home occupation at a residence.~~

~~e.5.2.7.2.e One exterior temporary sign **per property does not require a sign permit** related to property maintenance or improvement which does not require a building permit, shall be allowed on the premises associated with the maintenance or~~

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~~improvement, subject to~~ *if it meets* the following conditions:

~~i. The sign shall not be lighted or illuminated.~~ ii. The sign shall have an area not to exceed six square feet.

ii. ~~iii.~~ The sign shall be set back a minimum of 15 feet from the nearest vehicular public or private way and shall not obstruct the line of sight for vehicles entering or exiting the property or adjacent properties.

~~iv. The sign shall be removed within 30 days of the completion of the work on the premises.~~

3. Sign allowed without a permit only in zoning districts SRA, SRB and SRC.

One exterior sign per property does not require a permit if it meets the following conditions:

i. The sign area shall not exceed 15 square feet.

ii. A freestanding sign shall have a height not to exceed five feet and a sign attached to a structure shall have a height not to exceed 10 feet above the ground level.

4. Sign allowed without a permit in all zoning districts except SRA, SRB and SRC.

One exterior sign per property does not require a permit if it meets the following conditions:

i. The sign area shall not exceed 25 square feet.

ii. The sign height shall not exceed 10 feet.

~~3. Off Premises Directional Signs.~~

~~a. The Board of Selectmen may allow, by special permit, one un-lighted off-premises directional sign or signs within the public right of way or at any intersection designating the route to an establishment not on the street or way to which the sign is oriented.~~

~~b. The Board of Appeals may allow, by special permit, an off-premises directional sign or signs on private property designating the route to an establishment provided that the sign will not endanger public safety and is of such size, location and design that it will not be detrimental to the character of the neighborhood.~~

~~c. No off-premises directional sign shall exceed two square feet in area.~~

~~d. At locations where directions to more than one establishment are to be provided, all such directional signs shall be incorporated into a single sign support structure that shall not exceed six feet in height.~~

~~4. Except as provided in Section 5.2.7. Political speech signs shall be allowed in all zoning districts but may not exceed the regulations for signs in said district.~~

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5.2.7 Temporary Signs allowed in all zoning districts.

1. ~~General requirements.~~

- ~~a. Temporary signs shall be allowed if the sign announces or provides directions to a sale or a special event having a limited and specific duration.~~
- ~~b. Temporary signs shall not advertise a continuing or regularly recurring business operation, product or a routinely provided service.~~
- ~~c. Temporary signs shall be removed promptly when the information they display is out of date or no longer relevant.~~
- ~~d. Except for political signs in Section 5.2.7.2.c below, temporary signs may be installed or in place for a period not to exceed 30 days unless otherwise specified in this By-law.~~

~~{Amended 4-27-2011 ATM, Art. 47}~~

2. ~~Temporary signs not requiring a sign permit:~~

- ~~a. Interior temporary signs that do not exceed 30% of the transparent area of the window and/or door on which they are affixed or displayed.~~
- ~~b. Exterior temporary signs, unless otherwise stipulated in this bylaw, shall not exceed 10 square feet in aggregate area per business entity. Permanently installed sign support structures erected solely for the display of 'temporary signs' are prohibited.~~
- ~~c. Political signs pertaining to a candidate or ballot question appearing in an upcoming duly called election in the Town of Andover.
 - ~~i. Such signs shall be permitted only on private property.~~
 - ~~ii. Such signs shall have an area not to exceed six square feet.~~
 - ~~iii. Such signs shall not be higher than three feet above ground level.~~
 - ~~iv. Such signs shall be stationary and shall not be illuminated.~~~~
- ~~d. Unless otherwise specified in this Bylaw, temporary signs pertaining to other noncommercial issues shall require no sign permit and shall be allowed in all zoning districts. Such signs shall be subject to the requirements set forth in § 5.2.7.2.c above.~~
- ~~e. One temporary sign, related to property maintenance or improvement which does not require a building permit, shall be allowed on the premises associated with the maintenance or improvement, subject to the following conditions:
 - ~~i. The sign shall not be lighted or illuminated.~~~~

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~~ii. The sign shall have an area not to exceed six square feet.~~

~~iii. The sign shall be set back a minimum of 15 feet from the nearest vehicular public or private way and shall not obstruct the line of sight for vehicles entering or exiting the property or adjacent properties.~~

~~iv. The sign shall be removed within 30 days of the completion of the work on the premises.~~

~~f. One temporary sign, related to the construction, maintenance or improvement of a property requiring the issuance of a building permit, shall be allowed on the property associated with the building permit, subject to the following conditions:~~

~~i. The sign shall not be lighted or illuminated.~~

~~ii. A freestanding sign shall have an area not to exceed 15 square feet and a height not to exceed five feet.~~

~~iii. A sign attached to the structure under construction shall have an area not to exceed 15 square feet and a height not to exceed 10 feet above the ground level.~~

~~iv. A freestanding sign shall be set back a minimum of 15 feet from the nearest vehicular public or private way and shall not obstruct the line of sight for vehicles entering or exiting the property or adjacent properties.~~

~~v. The sign shall be removed within 30 days of project's completion, or when an occupancy permit is issued, whichever is sooner.~~

~~g. A non profit entity or institution may install a temporary sign announcing or providing directions to a specific event or occurrence, subject to the following conditions:~~

~~i. The sign area shall not exceed 12 square feet.~~

~~ii. The sign may be installed for a period not to exceed 30 days.~~

5.2.7 3. Temporary Signs requiring a Sign Permit: a. Portable or Removable Sign:

In addition to the signs allowed in other sections of these bylaws ~~the~~ Inspector of Buildings may issue a permit for the temporary placement of a portable or removable sign ***in any zoning district***, that announces or provides directions to a specific event or occurrence, subject to the following conditions: ~~The permit may impose limiting conditions, including among other matters the number of signs allowed at each location.~~

i. The sign shall be securely anchored so as not to be dislodged or blow over.

ii. The sign shall be neat and professional in appearance. The sign must be placed along a street, road or parking lot on which the property has frontage and only

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one sign is allowed per tenant on each such street, road or parking lot.

iii. The sign shall have an area not to exceed six square feet and a height not to exceed four feet.

iv. ~~The sign shall be removed at the close of each business day and at the expiration of the permit.~~

iv.v. The sign shall not obstruct a public or private walkway.

~~b. Real Estate Signs: The Inspector of Buildings may issue a renewable one year permit for the temporary placement of a sign advertising the sale, rental or lease of the premises or subdivision on which the sign is erected. No sign permit for an individual sign shall be required if the erecting agent has obtained a blanket one year permit for erecting such signs. All real estate signs shall meet the following requirements:~~

~~i. In the SRA, SRB, and SRC zoning districts, the sign area shall not exceed eight square feet.~~

~~ii. In all other zoning districts, the sign area shall not exceed 25 square~~

~~feet. iii. The sign shall not be lighted or illuminated.~~

5.2.8 Signs in Residential Districts (SRA, SRB, and 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 sign, either attached or freestanding, ~~indicating only the name of the owner or occupant, street number and permitted uses or occupations engaged in thereon;~~ does not require a sign permit and shall not exceed two square feet in area.

b. Any sign, either attached or freestanding, that exceeds two square feet in area may be allowed by special permit from the Board of Appeals. In no case, however, shall the sign area exceed six square feet or the sign height exceed four feet.

2. *Apartment Districts (APT).* In addition to the signs allowed in § 5.2.6 *and* § 5.2.7, the following signs are allowed:

a. One freestanding sign, ~~identifying entry points to the housing complex~~ 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 15 square feet and the sign height shall not exceed eight feet.

5.2.9 Signs in General Business (GB) Districts.

In addition to the signs allowed in § 5.2.6 *and* § 5.2.7, the following signs are allowed for commercial or business uses:

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1. One attached sign shall be allowed, oriented to each street 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.[Amended 4-28-2010 ATM, Art. 47]

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

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

c. The sign area of a flat attached sign for any individual commercial or business use shall not exceed 15% of the portion of the facade associated with that use.

d. Flat attached signs oriented to the street shall not exceed 50 SF in area.

e. Flat attached signs oriented to a parking lot shall not exceed 25 SF in area unless they mark the primary entrance to a building or establishment, in which case the sign area shall not exceed 50 square feet.

f. Attached signs displayed on the body of awnings or canopies shall not exceed 20% of the area of the awning or canopy, and in no case shall they exceed 25 square feet.

[1] *Editor's Note: Former Section 5.2.9.1.g, which immediately followed, regarding lettering on the valance of an awning, was repealed 5-8-2013 ATM, Art. 47.*

2. In addition to the above, each building that is set back a minimum of five feet from the property line may install one freestanding sign, with a sign area not to exceed 12 square feet and a sign height not to exceed six feet above ground level.

3. In addition to the above, each commercial or business use may install one 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 square feet, excluding sign support structure.

b. The bottom of a projecting sign shall be at least eight feet above the ground, and the top of the sign shall be no more than 25 feet from the ground.

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

d. A larger sign may be allowed by special permit from the Board of Appeals; in no case, however, shall the sign area exceed 15 square feet.

4. A building occupied by multiple commercial or business uses may install a single ~~directory~~ sign, either attached to or projecting from the building, ~~identifying those occupants~~. The total area of such a ~~directory~~ sign shall not exceed one square foot per occupant.

5. Unlighted graphics, lettering or symbols with transparent background mounted on the inside of windows or transparent entry doors shall require no sign permit if their area does not

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exceed 30% of the glass or transparent area. ~~Telephone numbers, web addresses, prices, and similar text shall not exceed two inches in height.~~

5.2.10 Signs in Mixed Use (MU) Districts.

In addition to the signs allowed in § 5.2.6 *and* § 5.2.7, the following signs are allowed:

1. One attached sign shall be allowed, oriented to each street 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.[Amended 4-28-2010 ATM, Art. 47]

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

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

c. The sign area of a flat attached sign for any individual commercial or business use shall not exceed 10% of the portion of the facade associated with that use and in no case shall the sign area exceed 80 square feet.

d. Attached signs displayed on the body of awnings or canopies shall not exceed 20% of the area of the awning or canopy, and in no case shall they exceed 25 square feet.

[1]*Editor's Note: Former 5.2.10.1.e, which immediately followed, regarding lettering on the valance of an awning, was repealed 5-8-2013 ATM, Art. 47.*

2. In addition to the above, each building that is set back a minimum of five feet from the property line may install one freestanding sign, with a sign area not to exceed 25 square feet and a sign height not to exceed eight feet above ground level.

3. In addition to the above, each commercial or business use may install one projecting sign on each facade of the building, subject to the following conditions:

a. The facade shall have either a window or a direct entryway to the premises.

b. The sign area shall not exceed nine square feet, excluding any sign support structure.

c. No sign shall project more than five feet from the facade to which it is attached. The bottom of a projecting sign shall be at least eight feet above the ground, and the top of the sign shall be no more than 25 feet from the ground.[Amended 4-28-2010 ATM, Art. 49]

d. A larger sign may be allowed by special permit from the Board of Appeals; in no case, however, shall the sign area exceed 15 square feet.

4. A building occupied by multiple commercial or business uses may install a single ~~directory~~ sign, either attached to or projecting from the building, ~~identifying those occupants.~~ The total area of such a ~~directory~~ sign shall not exceed one square foot for each

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occupant listed thereon.

5. Unlighted graphics, lettering or symbols with transparent background mounted on the inside of windows or transparent entry doors shall require no sign permit if their area does not exceed 30% of the glass or transparent area. ~~Telephone numbers, web addresses, prices, and similar text shall not exceed two inches in height.~~

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

In addition to the signs allowed in § 5.2.6 *and* § 5.2.7, the following signs are allowed:

1. One freestanding sign shall be allowed for each street upon which a building or complex has frontage, subject to the following conditions:

a. The sign area shall not exceed 25 square feet and the sign height shall not exceed eight feet.

b. The Board of Appeals may grant, subject to the criteria of § 5.2.4.2, a special permit for a larger sign if required for legibility, up to 16 feet in height, if the property fronts on a high-speed, limited access highway.

2. In addition to the above, one attached sign 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 of the building. No portion of the sign shall extend above the highest point of the roof or parapet of the building to which it is attached. The sign area of a flat attached sign shall not exceed 25 square feet. Attached signs displayed on the body of awnings or canopies shall not exceed 20% of the area of the awning or canopy, and in no case shall they exceed 25 square feet. [Amended 4-28-2010 ATM, Art. 48; 5-8-2013 ATM, Art. 47]

3. In addition to the above, each business or tenant shall be limited to one sign (attached or projecting) for each street and parking lot on which the business or tenant has an entryway. The sign area shall not exceed three square feet. [Amended 4-28-2010 ATM, Art. 48]

4. The Board of Appeals may grant, subject to the criteria of § 5.2.4.2, a special permit for a second sign on a building facing a limited access, high-speed highway. ~~The content of a second sign shall be limited to the name of the principal tenant of the building.~~

5.2.12 Signs in Industrial G (IG) Districts.

In addition to the signs allowed in § 5.2.6 *and* § 5.2.7, the following signs are allowed:

1. One sign attached flat against the wall or placed on an awning or fixed canopy of the building, ~~identifying the name of the firm and/or goods and services available or produced on the premises,~~ subject to the following conditions: [Amended 4-28-2010 ATM, Art. 48]

a. The sign area of a flat attached sign shall not exceed 20% of the area of the side of the building to which it is attached, or 80 square feet, whichever is less. Attached signs displayed on the body of awnings or canopies shall not exceed 20% of the area of the awning or

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canopy, and in no case shall they exceed 25 square feet. [Amended 5-8- 2013 ATM, Art. 47]

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

2. In addition to the above, one freestanding sign, ~~identifying the name of the firm and/or the goods and services available or produced on the premises,~~ for each street on which the property fronts, subject to the following conditions:

a. The area of each sign shall not exceed 50 square feet.

b. No part of any such sign shall be more than eight feet above ground level.

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

3. The Board of Appeals may grant, subject to the criteria of § 5.2.4.2, a special permit for a larger or an internally-illuminated sign.

5.2.13 Signs in Industrial A (IA) Districts.

In addition to the signs allowed in § 5.2.6 *and* § 5.2.7, the following signs are allowed:

1. One or more signs attached flat against the wall or placed on an awning or fixed canopy of a building, ~~identifying the name of the firm and/or the goods and services available or produced on the premises,~~ subject to the following conditions: [Amended 4-28-2010 ATM, Art. 48]

a. The total area of all such signs on a building shall not exceed 20% of the area of the side of the building to which they are attached, or 200 square feet, whichever is less. Attached signs displayed on the body of awnings or canopies shall not exceed 20% of the area of the awning or canopy, and in no case shall they exceed 25 square feet. [Amended 5-8-2013 ATM, Art. 47]

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

2. One freestanding sign, ~~identifying the name of the firm and/or the goods and services available or produced on the premises,~~ for each street on which the property fronts, subject to the following conditions:

a. The area of each sign shall not exceed 100 square feet.

b. No part of any such sign shall be more than 25 feet above ground level.

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

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3. Internally illuminated signs are allowed.

5.2.14 Signs in Industrial D (ID) and Industrial 2 (ID2) Districts.

[Amended 4-28-2010 ATM, Arts. 48, 49; 5-8-2013 ATM, Arts. 47, 50]

In addition to the signs allowed in § 5.2.6 *and* § 5.2.7, the following signs are allowed:

1. One or more signs attached flat against the wall or placed on an awning or fixed canopy of a building, ~~identifying the name of the firm and/or the goods and services available or produced on the premises,~~ subject to the following conditions:

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

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

2. In addition to the above, one freestanding sign, ~~identifying the name of the firm and/or the goods and services available or produced on the premises,~~ for each street on which the property fronts, subject to the following conditions:

a. The area of each sign shall not exceed 100 square feet.

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

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

3. Internally illuminated signs are allowed.

5.2.15 Design Guidelines for Signs.

The following are further means by which the objectives for signs 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. ~~Signs should not display brand names, symbols or slogans of nationally distributed products except in cases where the majority of the floor or lot area of the premises is devoted to manufacture, processing or sale of that specific product.~~

b. ~~Premises chiefly identified by or associated with a specific product brand name (such as gasoline or automobiles) should devote some part of their permitted sign area to displaying the identity of the local outlet or proprietor.~~

c. ~~Signs should not contain advertising slogans or other advertising material which is~~

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~~not an integral part of the name or other identification of the product or enterprise.~~

a.d. Sign content normally should not occupy more than 40% of the sign background, whether a signboard or a building element.

b.e. Non-verbal devices should be considered, in addition to text, as such graphic images can provide rapid and effective communication as well as character.

2. Environmental Relationship.

a. Sign brightness should not be excessive in relation to background lighting levels, e.g., averaging not in excess of one-hundred-foot-lamberts in the downtown or similarly bright areas and not in excess of twenty-foot-lamberts in unlighted outlying areas.

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 the 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 the sign relates, just as sign size should be related to building size.

On the request of Andrew Rouse and others

Upon motion made and duly seconded it was VOTED to approve Article 33 as printed in the Warrant.

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval

Planning Board Report: Approval

ARTICLE 34	ZONING BYLAW AMENDMENT – SECTION 10 DEFINITIONS
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To see if the Town will vote to amend Article VIII, Section 10-1 of the Andover Zoning Bylaws titled “Definitions” by deleting the language within brackets from the bylaw as shown below:

Portable or Removable Sign: A [temporary] sign of any shape or configuration that is self supporting and not [permanently] fixed or mounted to the ground or to another structure.

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On the request of Andrew Rouse and others

Upon motion made and duly seconded it was VOTED to approve Article 34 as printed in the Warrant.

VOTE: A two-thirds vote required for passage, the Moderator declared the Motion Passed by more than a two-thirds vote.

Select Board Report: Approval
Planning Board Report: Approval

ARTICLE 35	MISCELLANEOUS BYLAW AMENDMENT – BANNERS IN THE GENERAL BUSINESS DISTRICT
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To see if the town will vote to amend Article XII Section 44 of the Andover Bylaws titled “Banners in the General Business District” by deleting all sections, paragraphs and text and by replacing the title of Section 44 with the new title “Reserved”.

On the request of Andrew Rouse and others

Upon motion made and duly seconded it was VOTED to approve Article 35 as printed in the Warrant.

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

Select Board Report: Approval
Planning Board Report: Approval

ARTICLE 36	ESTABLISHMENT OF WATER ADVISORY COMMISSION
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To see if the Town will vote to establish a Water Task Force comprised of a 5 residents appointed by the Select Board. The mission of the Water Task Force is to serve as a dedicated resource to both Town staff and the Select Board in their role as Water Commissioners. The Task Force will provide information and guidance related to the actual drinking water quality experienced by users and potential options for improvements thereto. Development and ongoing updating of recommendations for both long & short term water quality improvement plans to the Water Commission will be their primary responsibility. The Water Task Force will hold regular public meetings to accomplish its mission as well as to collect direct feedback from citizens, review successful best practices utilized statewide, and communicate progress on implemented water quality improvement measures.

On the request of Jenny Ezell and others

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Upon motion made and duly seconded it was VOTED to approve Article 36 as printed in the Warrant.

It was moved by Ms. Stacey Albuquerque of 197 Greenwood Road and duly seconded to amend the Article to read “To see if the Town will vote to establish a Water Task Force comprised of a 5 residents appointed by the Town Manager” A simple majority vote required for passage, the Moderator declared the Motion to Amend Passed.

VOTE: A majority vote required for passage, the Moderator declared the Motion, as amended, Failed.

Select Board Report: Approval

ARTICLE 37	DEDICATION AND NAMING OF FIRE STATION
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To see if the Town will vote to Authorize the Board of Selectmen and The Town Manager to officially Dedicate and Name the Ballardvale Fire Station in the Honor of William T Downs.

On the request of John Hines and others

Upon motion made and duly seconded it was VOTED to withdraw Article 37.

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

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 3:27 P.M.

A true record
A T T E S T

Austin P. Simko
Town Clerk

Town of Andover								
Combined Balance Sheet - All Fund Types and Account Groups								
as of June 30, 2020								
(Unaudited)								
	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types	Account Groups	Totals
	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Trust and Agency	Long-term Debt	(Memorandum Only)
ASSETS								
Cash and cash equivalents	25,600,126.89	23,521,602.87	25,522,867.04	7,837,365.73	11,327,705.42	27,324,456.28		121,134,124.23
Investments								0.00
Receivables:								
Personal property taxes	281,106.07							281,106.07
Real estate taxes	1,916,554.01							1,916,554.01
Deferred taxes	316,708.33							316,708.33
Allowance for abatements and exemptions	(2,832,013.58)							(2,832,013.58)
Special assessments	2,277.80			3,433,197.39				3,435,475.19
Tax liens	2,593,869.17							2,593,869.17
Tax foreclosures	259,091.68							259,091.68
Motor vehicle excise	609,609.37							609,609.37
User fees				2,167,904.52				2,167,904.52
Utility liens added to taxes				47,321.02				47,321.02
Departmental						4,807.92		4,807.92
Other receivables	347,479.81			645,491.41	1,497,571.96	57,154.23		2,547,697.41
Amounts to be provided - payment of bonds							108,745,619.00	108,745,619.00
Total Assets	29,094,809.55	23,521,602.87	25,522,867.04	14,131,280.07	12,825,277.38	27,386,418.43	108,745,619.00	241,227,874.34
LIABILITIES AND FUND EQUITY								
Liabilities:								
Warrants payable	1,317,099.73	317,119.50	478,181.34	210,556.46	181,417.50	144,736.60		2,649,111.13
Accrued payroll and withholdings	6,560,950.47	150,170.50						6,711,120.97
IBNR					1,825,391.00			1,825,391.00
Other liabilities	10,404.31	191,069.41		10,395.67				211,869.39
Agency Funds						608,795.98		608,795.98
Deferred revenue:								
Real and personal property taxes	(634,353.50)							(634,353.50)
Deferred taxes	316,708.33							316,708.33
Special assessments	2,277.80			3,194,755.62				3,197,033.42
Tax liens	2,593,869.17							2,593,869.17
Tax foreclosures	259,091.68							259,091.68
Motor vehicle excise	609,609.37							609,609.37
User fees				2,453,666.91				2,453,666.91
Other receivables	347,479.81			645,491.41		57,154.23		1,050,125.45
Bonds payable							108,745,619.00	108,745,619.00
Notes payable			3,416,000.00					3,416,000.00
Total Liabilities	11,383,137.17	658,359.41	3,894,181.34	6,514,866.07	2,006,808.50	810,686.81	108,745,619.00	134,013,658.30
Fund Equity:								
Reserved for encumbrances	1,490,231.98	8,399,104.82	15,292,436.98	550,233.06	193,152.45			25,925,159.29
Reserved for continuing appropriations	55,708.24			596,000.51				651,708.75
Reserved for COVID-19 deficit		112,311.39						112,311.39
Reserved for debt service	453,579.57							453,579.57
Undesignated fund balance	15,712,152.59	14,351,827.25	6,336,248.72		10,625,316.43	26,575,731.62		73,601,276.61
Unreserved retained earnings				6,470,180.43				6,470,180.43
Total Fund Equity	17,711,672.38	22,863,243.46	21,628,685.70	7,616,414.00	10,818,468.88	26,575,731.62	0.00	107,214,216.04
Total Liabilities and Fund Equity	29,094,809.55	23,521,602.87	25,522,867.04	14,131,280.07	12,825,277.38	27,386,418.43	108,745,619.00	241,227,874.34

TOWN OF ANDOVER, MASSCHUSETTS
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, 2020

	General Fund	Water Enterprise	Sewer Enterprise	Capital Projects	Special Revenue	Internal Service	Expendable Trusts	Total
Revenues								
Motor Vehicle Excise	5,962,009	-	-	-	-	-	-	5,962,009
Meals Taxes	601,416	-	-	-	-	-	-	601,416
Hotel Motel Taxes	1,807,513	-	-	-	-	-	-	1,807,513
Penalties and Interest on Taxes and Excises	557,100	-	-	-	-	-	-	557,100
Payments in Lieu of Taxes	422,306	-	-	-	-	-	-	422,306
Fees	60,489	-	-	-	-	-	-	60,489
Charges for Services - Water	-	8,938,892	-	-	-	-	-	8,938,892
Charges for Services - Sewer	-	-	4,159,628	-	-	-	-	4,159,628
Departmental Revenue - School Medicare	190,256	-	-	-	-	-	-	190,256
Other Departmental Revenue	750,817	-	-	238,048	8,039,350	-	8,586,988	17,615,203
Utility Liens	-	77,838	54,676	-	-	-	-	132,514
Licenses and Permits	3,206,452	-	-	-	-	-	-	3,206,452
Special Assessments	1,247	-	769,991	-	-	-	-	771,238
Fines and Forfeits	232,746	-	-	-	-	-	-	232,746
Investment Income	1,129,174	68,379	43,564	296	3,591	73,114	700,043	2,018,161
Other								
Intergovernmental	13,926,749	-	5,586	291,953	7,444,925	-	-	21,669,213
Real/Personal Property Taxes	150,309,422	-	-	-	-	-	-	150,309,422
Tax Titles	224,975	-	-	-	-	-	-	224,975
Offset								
Recreation	390,434	-	-	-	-	-	-	390,434
Elder Services	148,998	-	-	-	-	-	-	148,998
Rentals	66,912	-	-	-	-	-	-	66,912
Off Duty Admin Fee	60,483	-	-	-	-	-	-	60,483
Cemetery Internment Fees	58,964	-	-	-	-	-	-	58,964
Ambulance Fees	1,357,804	-	-	-	-	-	-	1,357,804
Bond Premium & Debt Paydown Proceeds	-	-	-	849,000	1,824	-	-	850,824
Trust Fund and other	-	-	-	-	-	21,731,243	-	21,731,243
Total Revenues	181,466,265	9,085,109	5,033,445	1,379,297	15,489,690	21,804,357	9,287,031	243,545,195
Expenditures								
General Government	8,617,973	-	-	1,006,620	1,723,187	-	37,465	11,385,245
Community Services	2,165,290	-	-	11,877	1,425,403	-	8,246	3,610,817
Facilities	3,488,531	-	-	6,505,856	298,416	-	1,530	10,294,333
Public Safety	17,373,450	-	-	1,072,888	202,714	-	5,988	18,655,041
Water Enterprises	-	5,372,305	-	5,096,987	-	-	-	10,469,292
Sewer Enterprise	-	-	2,624,365	552,659	-	-	-	3,177,024
Public Works	8,761,776	-	-	1,824,518	3,758,994	-	-	14,345,287
Library	2,684,046	-	-	3,763	52,164	-	-	2,739,973
School	85,591,842	-	-	1,394,516	9,051,421	-	127	96,037,906
Technical Schools	673,805	-	-	-	-	-	-	673,805
Insurance	1,013,338	-	-	-	-	9,233	-	1,022,571
Health Insurance	21,340,842	-	-	-	-	18,012,360	-	39,353,202
Debt Service	14,972,601	-	-	-	-	-	-	14,972,601
Unemployment Comp	126,296	-	-	-	-	-	-	126,296
Retirement	11,410,355	-	-	-	-	-	-	11,410,355
State and County Assessments	769,672	-	-	-	-	-	-	769,672
Total Expenditures	178,989,817	5,372,305	2,624,365	17,469,683	16,512,299	18,021,593	53,357	239,043,419
Other Financing Sources (Uses)								
Long Term Bond Issuance	-	-	-	10,970,000	-	-	-	10,970,000
Art 5, 2019 Taxation to Capital Projects	(3,963,698)	-	-	3,963,698	-	-	-	-
OPEB Appropriation	(1,569,559)	(334,950)	(66,625)	-	-	-	1,971,134	-
General Insurance Appropriation Balance	(51,135)	-	-	-	-	51,135	-	-
Art 4, 2019 Cable Funds	235,850	-	-	-	(235,850)	-	-	-
Art 4, 2019 Wetland Filing Fees	25,000	-	-	-	(25,000)	-	-	-
Art 4, 2019 Parking Receipts	140,073	-	-	-	(140,073)	-	-	-
Art 4, 2019 AYS	4,482	-	-	-	(4,482)	-	-	-
Art 42, 2019 Cable Fund to Student Device	-	-	-	372,870	(372,870)	-	-	-
Gas Funds to Robb Center	-	-	-	700,000	(700,000)	-	-	-
Water Enterprise Indirect Costs	3,637,159	(3,637,159)	-	-	-	-	-	-
Sewer Enterprise Indirect Costs	2,763,271	-	(2,763,271)	-	-	-	-	-
Net Other Financing Sources and Uses	1,221,443	(3,972,109)	(2,829,896)	16,006,568	(1,478,275)	51,135	1,971,134	10,970,000
Excess (Deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	3,697,891	(259,305)	(420,816)	(83,818)	(2,500,884)	3,833,899	11,204,809	15,471,775
Fund Balance July 1, 2019	14,013,782	4,869,762	3,426,773	21,712,504	25,364,127	6,984,570	22,545,960	98,917,478
Fund Balance June 30, 2020	17,711,673	4,610,457	3,005,957	21,628,686	22,863,243	10,818,469	33,750,769	114,389,253

TOWN OF ANDOVER, MASSACHUSETTS											
RECAP OF GENERAL FUND - BUDGET- FUND LEVEL											
FISCAL YEAR ENDED JUNE 30, 2020											
	RES FOR	PPROPRIATIO	COMP	RESERVE	OTHER	ATM SUPPL	TOTAL	EXPENDED	RES FOR	TRANS TO	
	ENCUM	(ORIGINAL)	FUND	ACCOUNTS	(STM)	& OTHER	AVAILABLE		ENCUM	UNRES	FD BL
GENERAL GOVERNMENT											
Personal Services	22,559	6,510,793	165,316	-	-	-	6,698,668	6,446,223	26,831	225,614	
Other Expenses	167,817	2,160,275	-	-	-	-	2,328,092	2,106,511	123,315	98,265	
	190,376	8,671,068	165,316	-	-	-	9,026,760	8,552,734	150,146	323,880	
COMMUNITY SERVICES											
Personal Services	435	1,735,271	30,206	-	-	46,000	1,811,912	1,597,720	-	214,192	
Other Expenses	9,026	672,690	-	-	-	-	681,716	558,721	12,184	110,811	
	9,461	2,407,961	30,206	-	-	46,000	2,493,628	2,156,441	12,184	325,002	
FACILITIES											
Personal Services	-	2,374,145	42,804	-	-	-	2,416,949	2,333,699	-	83,250	
Other Expenses	162,771	1,398,600	-	60,000	-	-	1,621,371	1,154,832	24,366	442,173	
	162,771	3,772,745	42,804	60,000	-	-	4,038,320	3,488,531	24,366	525,423	
PUBLIC SAFETY											
Personal Services	24,237	15,780,079	187,815	-	-	-	15,992,131	16,013,156	28,954	(49,979)	
Other Expenses	68,757	1,573,950	-	-	-	-	1,642,707	1,360,294	94,510	187,902	
	92,994	17,354,029	187,815	-	-	-	17,634,838	17,373,450	123,464	137,923	
DEPARTMENT OF PUBLIC WORKS											
Personal Services	11,487	3,464,080	84,530	-	103,483	-	3,663,580	3,706,411	13,491	(56,322)	
Other Expenses	532,637	5,272,339	-	-	-	-	5,804,976	5,055,364	592,513	157,099	
	544,124	8,736,419	84,530	-	103,483	-	9,468,556	8,761,776	606,004	100,777	
LIBRARY											
Personal Services	-	2,177,076	38,063	-	-	-	2,215,139	2,125,313	-	89,826	
Other Expenses	-	667,312	-	-	-	-	667,312	558,733	5,506	103,073	
	-	2,844,388	38,063	-	-	-	2,882,451	2,684,046	5,506	192,899	
SCHOOL											
Personal Services	-	70,166,040	-	-	-	(207,442)	69,958,598	69,958,598	-	-	
Other Expenses	192,976	15,763,768	-	-	-	207,442	16,164,186	15,633,244	-	530,942	
	192,976	85,929,808	-	-	-	-	86,122,784	85,591,842	-	530,942	
UNCLASSIFIED											
Compensation Fund	-	590,000	(548,734)	-	-	-	41,266	-	-	41,266	
Reserve Fund	-	200,000	-	(60,000)	-	-	140,000	-	-	140,000	
	-	790,000	(548,734)	(60,000)	-	-	181,266	-	-	181,266	
FIXED EXPENSES											
Technical Schools	-	647,149	-	-	-	26,656	673,805	673,805	-	0	
Debt Service	-	15,149,625	-	-	-	(176,139)	14,973,486	14,972,601	-	885	
Insurance	-	1,064,473	-	-	-	-	1,064,473	1,064,473	-	-	
OPEB	-	1,569,559	-	-	-	-	1,569,559	1,569,559	-	-	
Health Insurance Fund	-	21,340,842	-	-	-	-	21,340,842	21,340,842	-	-	
Unemployment Comp	-	160,000	-	-	-	-	160,000	126,296	33,704	(0)	
Retirement	-	11,410,355	-	-	-	-	11,410,355	11,410,355	-	-	
	-	51,342,003	-	-	-	(149,483)	51,192,520	51,157,931	33,704	885	
TOTAL	1,192,701	181,848,421	-	-	103,483	(103,483)	183,041,122	179,766,751	955,373	2,318,998	
SEWER ENTERPRISE FUND											
Personal Services	-	333,049	-	-	-	-	333,049	270,379	-	62,670	
Other Expenses	129,317	5,418,246	-	-	-	-	5,547,563	5,183,882	91,527	272,154	
	129,317	5,751,295	-	-	-	-	5,880,612	5,454,261	91,527	334,824	
WATER ENTERPRISE FUND											
Personal Services	-	2,056,092	-	-	-	-	2,056,092	2,224,832	-	(168,740)	
Other Expenses	300,307	6,928,109	-	-	-	-	7,228,416	6,778,627	353,193	96,596	
	300,307	8,984,201	-	-	-	-	9,284,508	9,003,459	353,193	(72,143)	
TOTAL ENTERPRISE	429,624	14,735,496	-	-	-	-	15,165,120	14,457,720	444,720	262,680	
GRAND TOTAL	1,622,326	196,583,917	-	-	103,483	(103,483)	198,206,243	194,224,471	1,400,093	2,581,678	

TOWN OF ANDOVER
GENERAL FUND SPECIAL ARTICLES
JUNE 30, 2020

ORG CODE	OBJ CODE	ARTICLE TITLE	CONTINUED APPROPRIATION	APPROPRIATION	TOTAL AVAILABLE	EXPENDED	ENCUMBRANCE	CONTINUED APPROPRIATION
02133	571064	FIREWORKS FUND	9,751	14,000	23,751	11,911	-	11,840
02133	571083	SUPPORT FOR CIVIC EVENTS	7,198	5,000	12,198	3,828	-	8,370
			16,949	19,000	35,949	15,739	-	20,210
02141	571065	PROPERTY VALUATION	63,878	-	63,878	49,500	-	14,378
			63,878	-	63,878	49,500	-	14,378
02171	571012	WETLAND BYLAW	0	-	0	-	-	0
			0	-	0	-	-	0
02541	571080	ELDERLY DISABLED TRANSPORT (T)	19,886	14,000	33,886	8,849	3,917	21,120
			19,886	14,000	33,886	8,849	3,917	21,120
			100,713	33,000	133,713	74,088	3,917	55,709

TOWN OF ANDOVER															
SPECIAL REVENUE/GRANTS ROLLFORWARD															
FISCAL YEAR ENDING JUNE 30, 2020															
MUNIS		Available					Depart-	Total	Personal	Other	Total			Available	
ACCT	FUND/TITLE	Balance	Encumbrance	Inter'govmental	Interest	OFS	Mental	Available	Services	Expenses	Expenditures	OFU	Encumbrance	Total	
		07/01/19												OFU/Encumb	Balance
															06/30/20
5248	FY03 TRAFFIC ENFORCEMENT	(3,209)	-	7,665	-	-	-	4,456	2,349	3,300	5,649	-	-	-	(1,193)
5284	UNDERAGE ALCOHOL	327	-	-	-	-	-	327	-	-	-	-	-	-	327
	FEDERAL PUBLIC SAFETY GRANTS	(2,882)	-	7,665	-	-	-	4,783	2,349	3,300	5,649	-	-	-	(866)
3005	SPED ENTITLEMENT	-	-	1,039,496	-	-	-	1,039,496	1,260,409	62,917	1,323,226	-	5,036	5,036	(288,866)
3006	SPED ENTITLEMENT	(157,583)	9,781	401,022	-	-	-	253,220	185,880	67,340	253,220	-	-	-	0
3010	EARLY CHILDHOOD EDUCATION	-	-	17,699	-	-	-	17,699	24,188	-	24,188	-	-	-	(6,489)
3011	EARLY CHILDHOOD ALLOCATION	(1,943)	-	7,240	-	-	-	5,297	4,857	440	5,297	-	-	-	(0.0)
3020	RADAR GRANT	300	-	-	-	-	-	300	-	300	300	-	-	-	-
3022	CVRF SCHOOL REOPENING	-	-	-	-	-	-	-	-	38,662	38,662	-	4,032	4,032	(42,694)
3060	LEP SUPPORT	1,396	-	3,482	-	-	-	4,878	2,131	(1,086)	1,045	-	-	-	3,834
3061	FY21 TITLE III LEP SUPPORT	-	-	-	-	-	-	-	-	-	-	-	2,300	2,300	(2,300)
3161	FY19 TITLE III LEP SUPPORT 180	844	2,837	33,315	-	-	-	36,996	23,135	12,810	35,945	-	-	-	1,051
3206	TITLE I READING	(15,131)	-	34,243	-	-	-	19,112	18,899	213	19,112	-	757	757	(757)
3225	TITLE I	(0)	-	120,605	-	-	-	120,605	139,730	16,556	156,286	-	-	-	(35,681)
3305	PROFESSIONAL DEVELOPMENT	0	-	23,469	-	-	-	23,469	19,970	20,969	40,939	-	38,000	38,000	(55,470)
3306	PROFESSIONAL DEVELOPMENT/TEACHER QUALITY	(11,401)	-	11,756	-	-	-	355	-	715	715	-	-	-	(360)
3711	ESSER/CARES	-	-	-	-	-	-	-	-	690	690	-	-	-	(690)
3725	TITLE IV	(1,142)	-	1,142	-	-	-	-	-	-	-	-	-	-	-
3726	TITLE IV	-	-	1,312	-	-	-	1,312	10,000	-	10,000	-	-	-	(8,688)
	FEDERAL EDUCATION GRANTS	(184,659)	12,618	1,694,781	-	-	-	1,522,740	1,689,198	220,527	1,909,725	-	50,126	50,126	(437,111)
5020	CARES GRANT	-	-	271,740	-	-	-	271,740	9,696	31,070	40,766	-	24,445	24,445	206,529
5021	FEMA COVID 19	-	-	-	-	-	-	-	173,526	131,098	304,624	-	-	-	(304,624)
5200	HEALTHY COMMUNITY	11,998	88	93,333	-	-	-	105,420	69,275	47,727	117,002	-	5,489	5,489	(17,072)
5296	BALMORAL DAM REMOVAL	(13,410)	3,488	-	-	-	-	(9,922)	-	-	-	-	3,488	3,488	(13,410)
5836	FDA RETAIL STANDARDS	75	-	5,904	-	-	-	5,979	-	4,651	4,651	-	-	-	1,328
5837	NAT ASSN CNT/CITY HEALTH OF	9,806	-	-	-	-	-	9,806	-	1,515	1,515	-	-	-	8,291
	FEDERAL OTHER GRANTS	8,470	3,576	370,977	-	-	-	383,023	252,496	216,062	468,558	-	33,422	33,422	(118,957)
5258	BULLETT VEST PARTNERSHIP	6,775	-	-	-	-	-	6,775	-	-	-	-	-	-	6,775
5272	STUDENT AWARE OF FIRE EDUCATION	7,053	-	-	-	-	-	7,053	640	4,174	4,814	-	-	-	2,239
5280	FY09 911 PSAP SUPPORT	-	-	104,055	-	-	-	104,055	103,811	244	104,055	-	-	-	-
5281	DEPARTMENT TRAINING GRANT	1,627	-	4,280	-	-	-	5,907	1,018	1,145	2,163	-	-	-	3,744
5288	PSAP LEADERSHIP SCHOLARSHIP	0	-	-	-	-	-	0	-	-	-	-	-	-	0
5289	SENIOR AWARENESS FIRE EDU	3,050	-	-	-	-	-	3,050	640	1,840	2,480	-	-	-	570
5306	PEDESTRIAN, BIKE, TRAFFIC ENFORCENT	2,803	-	-	-	-	-	2,803	-	-	-	-	-	-	2,803
5314	WASHER-EXTRACTOR GRANT	-	-	-	-	-	-	-	-	13,022	13,022	-	-	-	(13,022)
5525	DISASTER REIMBURSEMENTS	4,444	-	-	-	-	6,510	10,954	6,414	7,034	13,448	-	-	-	(2,494)
5624	ALTERNATIVE SENTENCING	300	-	-	-	-	-	300	-	-	-	-	-	-	300
5835	EMERGENCY COVID 19	-	-	30,000	-	-	-	30,000	17,042	337	17,380	-	-	-	12,620
	STATE PUBLIC SAFETY GRANTS	26,052	-	138,335	-	-	6,510	170,897	129,566	27,796	157,362	-	-	-	13,535
5000	CHAPTER 90	(1,504,170)	1,025,652	1,834,260	-	-	-	1,355,742	4,518	1,470,040	1,474,558	-	1,803,122	1,803,122	(1,921,939)
5010	WINTER RAPID RECOVERY ROAD PRG	5,521	-	-	-	-	-	5,521	-	-	-	-	-	-	5,521
5015	SIDEWALK FUND PLANNING BOARD	73,784	-	-	-	-	6,252	80,036	-	-	-	-	-	-	80,036
5528	PWED	97,446	-	-	1,265	-	-	98,711	-	-	-	-	-	-	98,711
	STATE PUBLIC WORKS GRANTS	(1,327,419)	1,025,652	1,834,260	1,265	-	6,252	1,540,009	4,518	1,470,040	1,474,558	-	1,803,122	1,803,122	(1,737,671)
5840	LIBRARY AID CH 78 SEC 19A	144,490	-	45,651	-	-	-	190,141	-	40,980	40,980	-	4,369	4,369	144,791
5842	LIBRARY AID CH 139	30	-	-	-	-	-	30	-	-	-	-	-	-	30
	STATE LIBRARY GRANTS	144,520	-	45,651	-	-	-	190,170	-	40,980	40,980	-	4,369	4,369	144,821
5014	ANDOVER HISTORIC MILL DISTRICT EARMARK	-	6,950	-	-	-	-	6,950	-	5,949	5,949	-	-	-	1,001
5241	NEW HORIZONS FOR YOUTH	7	-	-	-	-	-	7	-	-	-	-	-	-	7
5247	FY03 COA FORMULA GRANT	8,994	-	77,364	-	-	-	86,358	60,917	17,675	78,591	-	-	-	7,767
5254	LAHEY CLINIC NUTRITION GRANT	5,295	-	-	-	-	-	5,295	-	5,295	5,295	-	-	-	(0)
5275	GREATER RIVER VALLEY MRC	469	3,541	-	-	-	24,397	28,407	20,320	3,203	23,523	-	-	-	4,884
5277	ENERGY EDUCATION ELDER SERVICES	1,141	-	-	-	-	-	1,141	-	-	-	-	-	-	1,141
5287	GREEN COMMUNITIES	(106,786)	63,422	106,969	-	-	-	63,605	-	63,422	63,422	-	-	-	183
5290	43D TECH ASSIST GRANT	10,128	-	-	-	-	-	10,128	-	-	-	-	-	-	10,128
5297	INTERGENERATIONAL COLLAB	3,633	-	-	-	-	-	3,633	-	3,633	3,633	-	-	-	(0)
5301	CLEAN ENERGY CHOICE	1,976	-	-	-	-	-	1,976	-	-	-	-	-	-	1,976
5315	MASSWORKS INFRASTRUCTURE PROGRAM	-	-	-	-	-	-	-	-	112,940	112,940	-	474,584	474,584	(587,524)
5565	CRM CUSTOMER SERVICE	99,000	-	-	-	-	-	99,000	-	17,482	17,482	-	39,092	39,092	42,426
5566	MERRIMACK RIVER ACCESS PROJECT	-	-	20,000	-	-	-	20,000	-	-	-	-	-	-	20,000
5633	ARTS LOTTERY COUNCIL	9,016	-	-	-	-	9,000	18,016	-	5,724	5,724	-	-	-	12,292
5634	RIGHT TO KNOW	973	-	-	-	-	-	973	-	-	-	-	-	-	973
5839	SECONDHAND SMOKE INITIATIVE	1,000	-	-	-	-	-	1,000	-	-	-	-	-	-	1,000
	OTHER STATE GRANTS	34,847	73,913	204,333	-	-	33,397	346,490	81,237	235,322	316,559	-	513,676	513,676	(483,745)
5500	CEMETERY SALE OF LOTS FUND	5,227	-	-	-	-	-	5,227	-	-	-	-	-	-	5,227
5501	SALE OF REAL ESTATE	18,321	-	-	-	-	-	18,321	-	-	-	-	-	-	18,321
5541	WETLAND PROTECTION ACT	61,557	-	-	-	-	4,358	65,914	-	-	-	-	-	-	65,914
5548	BUILD/FIRE CODE CH 148A, SEC 5	4,100	-	-	-	-	100	4,200	-	-	-	-	-	-	4,200
5549	INSURANCE RECOVERY >\$150,000	500	-	-	-	-	-	500	-	-	-	-	-	-	500
5551	WETLAND FILING FEES	100,435	660	-	-	-	10,586	111,681	-	1,714	1,714	25,000	660	25,660	84,307
5563	TNC SURCHARGE - RRFA	20,196	-	-	-	-	15,237	35,433	-	-	-	-	-	-	35,433
5606	OFF STREET PARKING	672,424	-	-	-	-	222,475	894,899	-	18,376	18,376	140,073	-	140,073	736,450
5999	RESERVE FOR BOND PREMIUM	129,056	-	-	-	-	1,824	130,880	-	-	-	-	-	-	130,880
7499	RESERVE FOR PREM - WATER	144,080	-	-	-	-	-	144,080	-	-	-	-	-	-	144,080
	RECEIPTS RESERVED FOR APPROPRIATION	1,155,896	660	-	-	-	254,580	1,411,135	-	20,090	20,090	165,073	660	165,733	1,225,312

TOWN OF ANDOVER
SPECIAL REVENUE/GRANTS ROLLFORWARD
FISCAL YEAR ENDING June 30, 2020

4010	LEA REVOLVING	98,372	-	-	-	264,228	362,601	62,804	-	62,804	-
4015	EARLY CHILDHOOD REV	47,650	490	-	-	146,415	194,556	127,781	819	128,600	-
4111	SCHOOL DAMAGE Ch 55 sec 53 1/2	3,375	-	-	-	-	3,375	-	-	-	-
4115	COMMUNITY A.S.K. REVOLVING	1,163	-	-	-	-	1,163	-	-	-	-
4120	PARENT TO PARENT REVOLVING	18,945	-	-	-	6,400	25,345	-	2,893	2,893	-
4125	ANDOVER C.A.R.E.S.	4,361	-	-	-	-	4,361	-	-	-	-
4150	ALL DAY KINDERGARTEN	1,219,306	3,475	-	-	720,576	1,943,357	600,698	122,013	722,711	-
4210	EXTRA CURRICULAR REV	20,979	-	-	-	198,038	219,018	170,428	3,469	173,898	-
4260	STUDENT CHROMEBOOK RENTAL	-	-	-	-	15,210	15,210	-	-	-	-
4300	INSTRUMENTAL MUSIC REVOLVING	1,314	-	-	-	2,900	4,214	2,828	-	2,828	-
4310	FINE ARTS	41,513	-	-	-	56,894	98,406	3,200	34,841	38,041	-
4315	PHYS ED REVOLVING	770	-	-	-	975	1,745	-	610	610	-
4350	LOST BOOKS	28,781	-	-	-	739	29,521	-	4,333	4,333	-
4355	SEFAC	3,578	-	-	-	-	3,578	-	652	652	-
4365	TUITION REVOLVING	17,689	-	-	-	22,400	40,089	15,438	-	15,438	-
4370	COLLINS CTR REVOLVING	81,293	-	-	-	155,983	237,276	120,769	20,795	141,565	-
4375	OUTSIDE ACTIVITIES REV	153,441	-	-	-	119,511	272,952	108,632	39,659	148,291	-
4400	TRANSPORTATION REVOLVING	444,204	-	28,648	-	321,465	794,317	-	392,727	392,727	-
4511	BANCROFT GIFTS AND DONATIONS	15,880	-	-	-	1,750	17,630	-	-	-	-
4512	SANBORN GIFTS AND GRANTS	10,589	-	-	-	3,400	13,989	-	1,828	1,828	-
4513	SHAWSHEEN GIFTS AND GRANTS	200	-	-	-	1,500	1,700	-	1,574	1,574	-
4514	SOUTH SCHOOL GIFTS AND GRANTS	12,724	-	-	-	1,104	13,828	-	1,146	1,146	-
4515	WEST ELEM GIFTS AND GRANTS	8,125	-	-	-	1,817	9,942	-	-	-	-
4516	HIGH PLAIN GIFTS AND GRANTS	9,511	-	-	-	50	9,561	-	1,200	1,200	-
4525	WOOD HILL GIFTS AND GRANTS	7,439	-	-	-	12,000	19,439	-	6,500	6,500	-
4526	DMS ENGINEERING GIFTS AND GRANTS	20,705	-	-	-	9,000	29,705	-	6,957	6,957	-
4527	WEST MIDDLE GIFTS AND GRANTS	23,744	-	-	-	7,917	31,660	-	10,362	10,362	-
4528	ANDOVER HIGH GIFTS AND GRANTS	35,248	-	-	-	21,079	56,327	-	21,434	21,434	-
	REVOLVING FUNDS EDUCATION	2,330,901	3,965	28,648	-	2,091,350	4,454,865	1,212,578	673,810	1,886,389	-
4200	ATHLETIC REVOLVING	86,754	-	-	-	583,302	670,056	94,550	329,165	423,715	-
	REVOLVING FUNDS ATHLETIC	86,754	-	-	-	583,302	670,056	94,550	329,165	423,715	-
5550	CH44 SEC 53E 1/2 LEGAL NOTICES	14,640	-	-	-	19,146	33,786	-	17,188	17,188	-
5552	CH44 SEC 53E 1/2 DCS REVOLVING	419,303	2,449	-	-	577,945	999,697	525,870	246,401	772,271	-
5553	CH44 SEC 53E 1/2 YOUTH SERVICES	231,530	19,389	-	-	262,137	513,056	182,671	126,392	309,063	4,482
5554	CH44 SEC 53E 1/2 ELDER SERVICES	189,534	3,278	-	-	91,147	283,959	29,463	77,708	107,171	-
5557	CH44 SEC 53E 1/2 TITLE V HEALTH CLINICS	41,618	-	-	-	33,979	75,597	8,457	40,796	49,253	-
5622	CH44 SEC 53E 1/2 FIELDS REVOLVING	63,116	55,376	-	-	33,360	151,852	-	83,745	83,745	-
5631	CH44 SEC 53E 1/2 LOST/DAMAGED BOOKS	17,958	-	-	-	3,405	21,364	-	7,282	7,282	-
5653	CH44 SEC 53E 1/2 POLICE ANTENNA	33,049	-	-	-	6,241	39,289	-	-	-	-
5666	CH44 SEC 53E 1/2 BALD HILL COMP	25,006	5,800	-	-	28,950	59,756	930	34,899	35,829	-
5667	CH44 SEC 53E 1/2 DPW CRT/HHW	47,282	-	-	-	24,734	72,015	-	13,925	13,925	-
5669	CH44 SEC 53E 1/2 FIRE	35,428	-	-	-	27,136	62,565	-	38,622	38,622	-
5670	CH44 SEC 53E 1/2 HEALTH SVCS	64,272	-	-	-	52,158	116,430	275	23,440	23,715	-
4500	CH44 SEC 53E 1.2 PROFESSIONAL DEVELOPMENT	-	-	-	-	21,600	21,600	-	18,881	18,881	-
4510	CH44 SEC 53E 1/2 COPY CENTER REVOLVING	20,916	-	-	-	7,164	28,080	-	-	-	-
	REVOLVING CHAPTER 44 53 E 1/2	1,203,653	86,292	-	-	1,189,102	2,479,047	747,666	729,278	1,476,944	4,482
5295	ENERGY REBATE FUND	31,013	5,000	-	-	133,666	169,679	-	45,818	45,818	-
5605	TOWN DAMAGE RESTITUTION	18,915	-	-	-	6,582	25,497	-	4,502	4,502	-
5613	FRONTAGE ROAD	3,856	-	-	-	-	3,856	-	-	-	-
5623	PUBLIC SAFETY DAMAGE REST	9,391	-	-	-	-	9,391	-	-	-	-
5629	PUBLIC WORKS DAMAGE REST	29,970	-	-	-	-	29,970	-	-	-	-
5652	P&F DAMAGE RESTITUTION	37,872	-	-	-	34,899	72,771	-	47,046	47,046	-
5709	CH44 SEC 53F 3/4 PEG ACCESS CABLE	305,846	-	-	-	773,836	1,079,682	-	331,178	331,178	608,720
	OTHER REVOLVING FUNDS	436,862	5,000	-	-	948,983	1,390,845	-	428,545	428,545	608,720
3000	FOREIGN LANGUAGE ASSISTANCE	11,633	-	-	-	-	11,633	-	11,633	11,633	-
3075	CIRCUIT BREAKER	1,147,849	-	2,318,480	-	-	3,466,329	-	2,126,530	2,126,530	-
3325	PUERTO RICO RELIEF	1,556	-	-	-	-	1,556	1,556	-	1,556	-
3361	AHS WORKFORCE GRANT	222	350	2,500	-	-	3,072	-	350	350	-
3380	DIGITAL LITERACY	-	-	1,974	-	-	1,974	-	1,974	1,974	-
3605	CSHS MODEL PROGRAM	-	-	100,000	-	-	100,000	58,699	21,323	80,022	-
3651	ESSENTIAL SCHOOL HEALTH SERV	3,164	1,007	-	-	-	4,171	3,164	1,007	4,171	-
3652	ESSENTIAL SCHOOL HEALTH YEAR 2	0	-	-	-	-	0	-	-	-	-
3705	STARS RESIDENCY	-	-	-	-	-	-	-	-	-	-
3900	CORPORATE GRANTS	279,443	51,652	-	-	106,716	437,810	-	89,382	89,382	-
3910	SUSPENSE REVOLVING	13,584	-	-	-	11,076	24,660	265	10,491	10,756	-
3920	OTHER GIFTS AND GRANTS	29,919	-	-	-	-	29,919	420	4,772	5,192	-
3925	ENGINEERING GRANT	25,912	6,791	-	-	28,000	60,703	4,664	22,781	27,445	-
3935	ASIA SOCIETY GRANT	29,735	1,545	-	-	22,900	54,180	-	6,464	6,464	-
	OTHER SPECIAL REVENUE FUNDS EDUCATION	1,543,016	61,344	2,422,954	-	168,692	4,196,007	68,768	2,296,708	2,365,476	-

5011	GAS EVENT CLAIMS	598,216	-	-	-	-	89,947	688,163	7,832	34,566	42,398	645,765
5013	GAAS EVENT RESERVE ACCOUNT	-	-	-	-	645,765	-	645,765	-	-	-	-
5016	PLANNING BOARD COND OF PERMITS	37,000	-	-	-	-	-	37,000	-	-	-	-
5017	PLANNING GIFTS & DONATIONS	724	-	-	-	-	12	736	-	-	-	-
5018	GAS EVENT PAVING RESTORATION	14,565,000	-	-	-	-	-	14,565,000	23,648	2,210,997	2,234,644	-
5019	GAS EVENT PUBL FACILITIES PARKS	2,400,000	-	-	-	-	-	2,400,000	-	758,385	758,385	-
5233	PREMIUM ON BOND ISSUE	655,563	-	-	-	-	93,656	749,219	-	91,824	91,824	-
5291	SOUTH STREET SOLAR - NHESP	10,688	-	-	-	-	158	10,847	-	-	-	-
5299	ELDERLY FOOT CARE	5,945	-	-	-	-	17,650	23,595	-	9,805	9,805	-
5304	CANINE LOCKUP	512	-	-	-	-	3,163	3,675	-	3,517	3,517	-
5308	WELLNESS WEDNESDAYS	4,712	-	-	-	-	-	4,712	-	355	355	-
5309	NATL DEVELOPMENT SPECIAL PERMT - LDNSCP	5,000	-	-	-	-	-	5,000	-	-	-	-
5310	NATL DEVELOPMENT SPECIAL PERMT - WSTEWTR	5,000	-	-	-	-	-	5,000	-	-	-	-
5311	MUNI VULNERABILITY PREPAREDNESS GRANT	3,625	25,375	-	-	-	-	29,000	-	25,375	25,375	-
5312	MUNICIPAL DISCRETIONARY FUND	12,423	1,377	-	-	-	481,500	495,300	995	263,928	264,923	-
5313	CSH 141 ELM ST CONDITION 42	5,000	-	-	-	-	-	5,000	-	-	-	-
5316	MEALS ON WHEELS COVID 19 GIFT	-	-	-	-	-	10,980	10,980	-	4,061	4,061	-
5547	LOCK BOX DONATIONS	674	-	-	-	-	-	674	-	-	-	-
5558	VETERAN'S SERVICES GIFTS	4,760	-	-	-	-	2,484	7,244	-	75	75	-
5564	MIA FLEX GRANT	30	-	-	-	-	-	30	-	-	-	-
5600	GIFT - FIREWORKS	28,827	-	-	-	-	437	29,265	-	-	-	-
5603	SHED CONTRIBUTIONS	7,264	-	-	-	-	-	7,264	-	-	-	-
5604	OLD TOWN HALL RESTORATION	427	-	-	-	-	-	427	-	-	-	-
5609	TOWN GIFT & DONATIONS	4,790	-	-	-	-	-	4,790	-	-	-	-
5612	CONSERVATION GIFT	332	-	-	-	-	-	332	-	-	-	-
5614	CONSERVATION TRAIL ACCOUNT	338	-	-	-	-	-	338	-	-	-	-
5617	DCS-GIFT	46,914	-	-	-	-	18,777	65,691	-	4,272	4,272	-
5618	YOUTH SERVICES GIFTS CONTRIBUTIONS	32,556	-	-	-	-	1,355	33,911	-	-	-	-
5619	COA SENIOR CONNECTIONS	107,359	70	-	-	-	82,400	189,829	41,056	50,823	91,879	-
5621	COA SCHOLARSHIPS	3,649	-	-	-	-	-	3,649	-	-	-	-
5632	LIBRARY GIFTS & DONATIONS	30,880	-	-	-	-	7,910	38,790	-	3,902	3,902	-
5635	ELECTION OT GRANT	30,274	-	-	-	-	-	30,274	-	-	-	-
5643	HOME FOR THE AGED GIFT	18,090	-	-	303	-	30,000	48,393	6,016	15,989	22,005	-
5645	DPW ADMIN GIFT	7,346	-	-	-	-	-	7,346	-	38	38	-
5647	CHOLESTEROL SCREENING	738	-	-	-	-	-	738	-	-	-	-
5654	POLICE GIFTS AND DONATIONS	15,695	-	-	-	-	5,200	20,895	-	2,478	2,478	-
5659	LOWELL ST/SHAWSEEN TRAFFIC MITIGATION	5,000	-	-	-	-	-	5,000	-	-	-	-
5660	SHINGLES PREV VACCINATION	4,622	-	-	-	-	8,644	13,266	-	6,146	6,146	-
5661	GIFTS FIRE DEPARTMENT	67,260	4,140	-	-	-	5,313	76,713	-	25,558	25,558	-
5663	TH DONATIONS	49	-	-	-	-	-	49	-	-	-	-
5664	YOUTH FOUNDATION GIFT	28,509	-	-	-	-	30,000	58,509	-	30,000	30,000	-
5701	CH44 SEC 53G PEER REVIEWS	134,099	-	-	-	-	161,833	295,932	-	156,818	156,818	-
5702	CH44 SEC 53G PEER ZONE	190	-	-	-	-	-	190	-	-	-	-
5703	CH44 SEC 53G PEER PLANNING	14,663	-	-	-	-	4,791	19,454	-	8,146	8,146	-
5704	CH44 SEC53 DPW DETAIL	3,511	-	-	-	-	-	3,511	-	-	-	-
5862	FY19 ESSEX COMM FOUNDATION GRANT	30,000	-	-	-	-	-	30,000	-	-	-	-
5863	TAX COLLECTION FEES	-	-	-	-	-	253	253	-	384	384	-
5900	TIMOTHY HORNE - GIFT AYS	87,675	-	-	1,276	-	-	88,951	-	17,357	17,357	-
5910	MAIN ST UPKEEP GIFT	51,888	-	-	747	-	-	52,635	-	-	-	-
5911	PERFORMANCE GUARANTEE	19,032	-	-	-	-	-	19,032	-	-	-	-
	OTHER SPECIAL REVENUE FUNDS	19,096,851	30,962	-	2,326	645,765	1,056,463	20,832,367	79,547	3,724,798	3,804,345	645,765
4250	FOOD SERVICES	183,633	645	1,709,305	-	-	697,322	2,590,904	1,157,514	1,289,720	2,447,235	-
	OTHER SPECIAL REVENUE FUNDS SCHOOL LUNCH	183,633	645	1,709,305	-	-	697,322	2,590,904	1,157,514	1,289,720	2,447,235	-
4550	STUDENT ACTIVITY MGL 71/47	587,837	-	-	-	-	818,231	1,406,067	-	883,555	883,555	-
5607	MEALS TAX CAFETERIA	(308)	-	-	-	-	3,411	3,103	-	3,049	3,049	-
5626	POLICE OFF DUTY	(191,392)	-	-	-	-	1,022,002	830,610	887,765	-	887,765	-
5627	FIRE OFF DUTY	(13,568)	-	-	-	-	235,048	221,480	245,679	220	245,899	-
5648	FIREARMS PERMITS	5,804	-	-	-	-	16,200	22,004	-	18,475	18,475	-
5655	AMBULANCE AGENCY ACCOUNTS	14	-	-	-	-	38,766	38,779	-	37,858	37,858	-
5658	MEALS TAX ELDER SERVICES	229	-	-	-	-	1,599	1,827	-	1,647	1,647	-
5861	SCRPT WORKERS	-	-	-	-	-	258,556	258,556	247,484	-	247,484	-
5915	XTRA DUTY DETAIL	-	-	-	-	-	3,695	3,695	-	3,695	3,695	-
	AGENCY ACCOUNTS	388,616	-	-	-	-	2,397,507	2,786,123	1,380,927	948,500	2,329,427	-
	GRAND TOTAL	25,125,110	1,304,627	8,456,908	3,591	645,765	9,433,460	44,969,461	6,900,915	12,654,642	19,555,557	1,424,040

Town of Andover Capital Projects Funds Fiscal 2020								
DESCRIPTION	Fiscal 2020							
	07/01/19 Balance	ENCUMB	LTBOND PROCEEDS	OFS	TOTAL AVAILABLE	TOTAL EXP	ENCUMB	06/30/20 Balance
ART 17 06 SCHOOL ROOF REPLACEMENTS	9,304	-	-	-	9,304	-	-	9,304
ART 27, 08 SCHOOL BLDG MAINT/RENOV	47,202	-	-	-	47,202	-	-	47,202
ART 56 09 SCHOOL BLDG MAINT/REPAIR	970	-	-	-	970	-	-	970
ART 38 12 WEST MIDDLE SCHOOL REPAIR	6,759	-	-	-	6,759	-	-	6,759
ART 18, 13 DOHERTY MIDDLE SITE IMPROVEMENTS	50,614	-	-	-	50,614	50,614	-	-
ART 32 13 AHS TENNIS COURTS	6,000	-	-	-	6,000	-	-	6,000
AHS MEDIA CENTER RENOVATION	263	-	-	-	263	-	-	263
B39 15 SCHOOL BLDG MAINT AND RENOVATION	622	-	-	-	622	-	-	622
ART 40, 15 SCH SITE IMPROVEMENTS - WEST ELEM	-	-	319,000	-	319,000	319,000	-	-
ART 29 16 COLLINS CTR FAÇADE REPLACEMENT	237,476	-	-	-	237,476	11,000	-	226,476
ART 34 16 SCHOOL BLDG MAINT AND IMPROVE	44,906	-	-	-	44,906	35,800	-	9,106
ART 47 17 MAJOR SCHOOL PROJECTS	8,397	-	-	-	8,397	-	-	8,397
ART 36 18 MAJOR SCHOOL PROJECTS	108,932	-	-	-	108,932	43,109	65,000	823
ART 38 19 MAJOR SCHOOL PROJECTS	-	-	-	-	-	214,164	201,238	(415,402)
ART 47 18 STUDENT DEVICE REFRESH	146,367	-	-	-	146,367	146,367	-	-
ART 45 18 WEST ELEM SCH FEAS STUD	1,187,400	-	-	141,953	1,329,353	632,532	436,737	260,084
ART 55 19 AHS FEAS STDY COMMITTEE	160,000	-	-	-	160,000	148,336	3,644	8,020
ART 42 19 STUDENT DEVICE REFRESH	-	-	-	372,870	372,870	164,713	41,306	166,851
TOTAL SCHOOL	2,015,212	-	319,000	514,823	2,849,035	1,765,635	747,925	335,475
BANCROFT REPLACEMENT								
STM 3 10 BANCROFT SCHOOL REPLACE	1,238,420	-	-	-	1,238,420	-	-	1,238,420
TOTAL BANCROFT	1,238,420	-	-	-	1,238,420	-	-	1,238,420
B3 12 STM YOUTH CENTER	454	-	-	-	454	-	-	454
A2 13 STM YOUTH CTR-WOOD TRUST	13,132	-	-	296	13,429	-	-	13,429
TOTAL YOUTH CENTER	13,587	-	-	296	13,883	-	-	13,883
ART 5 2007 2008 CIP (Effective 07/01/2007)	1,016	-	-	-	1,016	-	-	1,016
ART 8 2008 2009 CIP (Effective 07/01/2008)	17,658	-	-	-	17,658	34,316	908	(17,566)
ART 5 2009 2010 CIP (Effective 07/01/2009)	110	-	-	-	110	91	-	19
ART 5 2010 2011 CIP (Effective 07/01/2010)	4,944	-	-	-	4,944	1,019	3,925	-
ART 5 2011 2012 CIP (Effective 07/01/2011)	13,274	-	-	-	13,274	9,394	-	3,880
ART 5 2012 2013 CIP (Effective 07/01/2012)	96,664	-	-	-	96,664	85,989	10,673	2
ART 5 2013 2014 CIP (Effective 07/01/2013)	10,535	-	-	-	10,535	3,430	7,105	0
ART 5 2014 2015 CIP (Effective 07/01/2014)	147,823	-	-	-	147,823	68,699	9,638	69,486
ART 5 2015 2016 CIP (Effective 07/01/2015)	93,893	-	-	-	93,893	21,625	6,929	65,338
ART 5 2016 2017 CIP (Effective 07/01/2016)	173,117	-	-	-	173,117	32,056	5,094	135,967
ART 5 2017 2018 CIP (Effective 07/01/2017)	498,246	-	-	-	498,246	345,036	45,982	107,229
ART 5 2018 2019 CIP (Effective 07/01/2018)	1,911,541	-	-	-	1,911,541	1,524,047	81,201	306,293
ART 5 2019 2020 CIP (Effective 07/01/2019)	-	-	-	3,963,698	3,963,698	1,192,260	837,227	1,934,211
TOTAL CIP	2,968,821	-	-	3,963,698	6,932,519	3,317,961	1,008,682	2,605,876
ART 64 07 SHAWSHEEN PUMP STATION	302,218	-	-	-	302,218	-	-	302,218
ART 33 08 SHAWSHEEN RIVER OUTFALL SEWER	234,608	-	-	-	234,608	12,318	33,599	188,692
ART 32 10 SEWER MAIN CONST & RECONST	158,455	-	-	-	158,455	-	-	158,455
ART 37 12 SEWER MAINTENANCE VEHICLE	2,567	-	-	-	2,567	-	-	2,567
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	182,421	-	-	-	182,421	-	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	1,176,736	-	-	-	1,176,736	12,318	38,020	1,126,398
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	52,500	-	-	-	52,500	18,750	-	33,750
ART 55 14 OPEN SPACE MANAGEMENT	885	-	-	-	885	300	-	585
TOTAL CONSERVATION	57,537	-	-	-	57,537	19,050	-	38,487
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 31 08 LANDFILL CLOSURE	-	-	-	-	-	-	-	-
ART 25 16 LEDGE ROAD LANDFILL STABILIZATION	2,113,641	-	-	-	2,113,641	193,684	189,053	1,730,905
TOTAL LAND FILL STUDY	2,128,750	-	-	-	2,128,750	208,793	189,053	1,730,905

ART 48 02 MAIN ST IMPROVEMENTS	2,333	-	-	-	2,333	-	-	2,333
A21 14 GIS DATA UPDATE	30,000	-	-	-	30,000	-	-	30,000
ART 40 14 TECH HARDWARE/SOFTWARE	-	-	-	-	-	-	-	-
ART 41 17 PUB WORKS LARGE VEHICLES	74,465	-	-	-	74,465	28,116	3,975	42,374
ART 48 17 PARKING STUDY IMPLEMENTATION	123,000	-	-	-	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	40,307	11,303	23,390
ART 39 18 DOWNTOWN IMPROVEMENTS	53,000	-	-	-	53,000	2,999	-	50,001
TOTAL OTHER	679,736	-	-	-	679,736	189,342	15,278	475,116
ART 27 96 REPAINT WATER	37,863	-	-	-	37,863	-	-	37,863
ART 30 00 WATER MAIN DISTRIBUTION	3,308	-	-	-	3,308	-	-	3,308
ART 20 03 WATER PLANT IMPROVEMENTS	79,876	-	-	-	79,876	79,876	-	-
ART 25 04 WATER METERS	23,357	-	-	-	23,357	-	-	23,357
ART 32 06 WATER METERS	95,994	-	-	-	95,994	40,496	9,987	45,510
ART 47 07 WATER PLANT PUMPS	2,398	-	-	-	2,398	-	-	2,398
ART 65 09 WATER PLANT ROOF REPLACE	161,721	-	-	-	161,721	-	-	161,721
ART 34 10 WATER PLANT HVAC & EQUIP	32,042	-	-	-	32,042	32,009	-	33
ART 42 11 WATER MAIN CONST/RECONST	900	-	-	-	900	-	900	-
ART 44 11 VARIABLE SPEED UMP	33	-	-	-	33	-	33	-
ART 35 12 MAJOR WATER MAIN REPLACEMENT	80,778	-	-	-	80,778	-	77,787	2,990
ART 36 12 WATER PLANT BACKWASH TANK	-	-	-	-	-	-	-	-
ART 42 13 WATER DISTRIBUTION MAINT	90	-	-	-	90	-	-	90
ART 26 13 HYDRANT INFRASTRUCTURE	8,569	-	-	-	8,569	-	8,569	-
ART 45 13 WATER DIST FLUSHING PROGRAM	9,038	-	-	-	9,038	-	-	9,038
A58 14 WATER/SEWER RATE STUDY	55,275	-	-	-	55,275	-	-	55,275
ART 57 15 WATER PLANT GAC REPLACEMENT	40,007	-	-	-	40,007	-	40,007	-
ART 56 WATER MAIN REPLACEMENT PROJECTS	392,567	-	-	-	392,567	253,553	139,014	-
ART 41 16 WATER MAIN REPLACEMENT	(217,053)	-	500,000	-	282,947	194,726	14,835	73,386
ART 44 16 WATER STORAGE TANK REPAIR	196,660	-	-	-	196,660	-	-	196,660
ART 41 16 WATER MAIN REPLACEMENT	226,497	-	-	-	226,497	-	26,787	199,710
ART 27 17 WATER MAIN PROJECT	(15,350)	-	597,000	403,000	984,650	303,489	188,407	492,754
ART 28 17 HYDRANT REPLACEMENT	100,000	-	-	-	100,000	64,896	12,561	22,543
ART 30 17 WTP ELECTRIC SUBS REPLACEMENT	326,276	-	-	-	326,276	126,267	9	200,000
ART 31 17 BANCROFT HIGH LIFT PUMPS	99,408	-	-	-	99,408	99,386	21	-
ART 38 17 WTP HEATING SYSTEM	200,000	-	-	100,000	300,000	196,791	103,209	-
ART 25 18 WATER MAIN REPLACEMENT	-	-	3,000,000	-	3,000,000	1,860,939	844,744	294,318
ART 26 18 HYDRANT REPLACEMENT PROG	100,000	-	-	-	100,000	-	-	100,000
ART 27 WATER TREATMENT SUBSTATION	-	-	-	-	-	-	-	-
ART 30 18 DALE STREET PUMP STATION	-	-	-	-	-	-	-	-
ART 29 19 WATER MAIN REPLACEMENT	-	-	2,000,000	-	2,000,000	1,231,500	292,198	476,302
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
STM 2 19 WATER MAIN REPLACEMENT	-	-	-	-	-	-	-	-
TOTAL WATER	2,700,253	-	6,097,000	503,000	9,300,253	4,483,929	1,759,068	3,057,256
ART 26 17 WATER & SEWER VEHICLES	34,199	-	-	-	34,199	34,199	-	-
ART 29 17 ENMORE ST RECONSTRUCTION	722,267	-	-	-	722,267	905,463	67,678	(250,874)
ART 24 18 WATER & SEWER VEHICLES	195,000	-	-	-	195,000	25,080	-	169,920
ART 28 19 WATER & SEWER VEHICLES	225,000	-	-	-	225,000	140,575	-	84,425
TOTAL WATER/SEWER	1,176,466	-	-	-	1,176,466	1,105,317	67,678	3,471
ART 32 04 SENIOR CTR PLANS	1,716	-	-	-	1,716	1,716	-	-
ART 27 07 TOWN BLDG RENOVATION	0	-	-	-	0	-	-	0
ART 49 08 PARKS & GROUNDS BUILDING	13	-	-	-	13	-	13	-
ART 36 08 FIRE DPW VEHICLES	974	-	-	-	974	-	-	974
STREETLIGHT LED REPLACEMENT	-	-	-	-	-	-	-	-
ART 34 09 B'VALLE FIRE REPLACEMENT	262	-	-	-	262	-	-	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	19,875	-	-	-	19,875	-	-	19,875
B22 12 TECH INFRASTRUCTURE	24,780	-	-	-	24,780	4,670	293	19,816
ART 45 13 PAY AND DISPLAY	18,493	-	-	-	18,493	-	-	18,493
ART 31 15 TWN & SCHOOL ENERGY INITIATIVES	167,225	-	-	-	167,225	138,209	-	29,016
ART 38 16 TOWN & SCHOOL ENERGY INITIATIVES	60,555	-	-	-	60,555	27,941	-	32,614
B39 14 TOWN & SCHOOL ENERGY	112	-	-	-	112	-	-	112
B43 14 BUILD & FACILITY MAINT	104,073	-	-	-	104,073	-	6,130	97,943
B52 14 SCHOOL BLDG MAINT/RENOV	1,172	-	-	-	1,172	860	-	312
B38 15 SAFETY & SECURITY COMM UPGRADES	272,176	-	-	-	272,176	127,808	35,002	109,366
ART 28 16 TOWN BLDG AND FACILITY MAINTENANCE	148	-	-	-	148	-	-	148
ART 57 16 MEMORIAL PLAYSTEAD	1	-	-	-	1	-	-	1
ART 33 17 MUNICIPAL SVCS FACILITY	497,129	-	500,000	-	997,129	668,178	185,953	142,999
ART 43 17 MAJOR TOWN BLDG PROJECTS	52,631	-	-	-	52,631	52,351	280	-
ART 44 17 TOWN & SCHOOL ENERGY	7,208	-	120,000	-	127,208	124,388	1,000	1,820
ART 45 17 HP/WH SCHL AIR COND	5,674	-	-	-	5,674	5,674	-	-
ART 46 17 SAFETY & COMM UPGRADE	268,264	-	-	-	268,264	-	-	268,264
ART 34 18 MAJOR TOWN BLDG PROJECTS	534,176	-	-	-	534,176	323,321	159,778	51,077
ART 35 18 TWN & SCHL ENERGY INITI	515,500	-	-	-	515,500	359,924	120,470	35,106
ART 41 18 CNTR AT PUNCHARD DESIGN	2,500	-	-	-	2,500	250	-	2,250
ART 46 18 IT PLATFORM & INFRASTRUCTURE	188,802	-	-	-	188,802	33,034	-	155,768
ART 1 19STM BALLARDVALE FS LAND AND CONSTR	1,139,694	-	2,000,000	-	3,139,694	1,601,373	5,971,999	(4,433,679)
ART 24 19 SENIOR CTR DES SV/CONST	2,700,000	-	1,000,000	1,085,000	4,785,000	1,233,069	4,498,482	(946,551)
ART 36 19 MAJOR TOWN PROJECTS	-	-	-	-	-	139,920	255,440	(395,360)
ART 38 19 TWN & SCHL ENERGY INITI	-	-	200,000	-	200,000	190,235	74,095	(64,330)
ART 40 19 TOWN BRIDGE EVAL/MAINT	-	-	-	300,000	300,000	179,854	15,156	104,990
ART 41 19 PARKING & HARDSCAPE IMPR PHI	-	-	-	-	-	-	-	-
ART 32 16 MUNI SVCS FACILITY DESIGN	1,000	-	-	-	1,000	-	-	1,000
ART 55 16 DEYERMOND FIELD LIGHTS	10	-	-	-	10	-	-	10
ART 52 17 BOS & SCH COMMITTEE ROOM UPGRADE	853	-	-	-	853	853	-	-
ART 54 17 WH HP ACCESSIBILITY	14,384	-	-	-	14,384	14,384	-	-
TOTAL MUNI BUILDING	6,609,323	-	3,820,000	1,385,000	11,814,323	5,228,013	11,324,091	(4,737,781)

Town of Andover Capital Projects Funds Fiscal 2020								
Fiscal 2020								
DESCRIPTION	07/01/19 Balance	ENCUMB*	LTBOND PROCEEDS	OFS	TOTAL AVAILABLE	TOTAL EXP	ENCUMB	06/30/20 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 MORAIN 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
ART 60 15 FINISH CHARLES CIRCLE	17,824	-	-	-	17,824	-	-	17,824
B20 14 HOLT RD SIDEWALK CONSTR	9,977	-	-	-	9,977	-	-	9,977
B22 14 HYDRANT MAINTENANCE	60,399	-	-	-	60,399	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	1	-	-	-	1	-	-	1
ART 48 18 MINOR STRM DRAIN IMPROV	-	-	-	-	-	53,278	-	(53,278)
ART 40 19 TOWN BRIDGE EVAL & MAINTENANCE	-	-	-	-	-	-	-	-
TOTAL ROAD/STORM DRAIN	840,375	-	-	-	840,375	113,677	-	726,698
ART 47 99 PUB SAF ANTENNAS	3,921	-	-	-	3,921	-	-	3,921
ART 42 17 FIRE-REPLACE AMBULANCE	3,536	-	-	-	3,536	-	-	3,536
ART 32 18 PUBLIC WORKS VEHICLES	-	-	420,000	-	420,000	275,011	140,575	4,414
ART 33 18 LADDER TRUCK REPLACEMENT	9,803	-	-	-	9,803	7,588	-	2,215
ART 41 17 PUB WORKS LARGE VEHICLES	-	-	-	-	-	336,864	-	(336,864)
ART 35 19 FIRE APPARATUS REPLACEMENT	-	-	314,000	46,000	360,000	321,023	-	38,977
ART 43 19 PARKING VEH REPLACEMENT	40,000	-	-	-	40,000	36,112	2,068	1,820
STM 2 19 AED PLAYING FIELDS	50,000	-	-	3,048	53,048	49,050	-	3,998
ART 39 19 MICROWAVE COMM SYSTEM	-	-	-	-	-	-	-	-
TOTAL PUBLIC SAFETY	107,259	-	734,000	49,048	890,307	1,025,648	142,643	(277,984)
GRAND TOTAL	21,712,475	-	10,970,000	6,415,865	39,098,340	17,469,683	15,292,437	6,336,220

TOWN OF ANDOVER
TRUST-CEMETERY -SPECIAL FUNDS
IN CUSTODY OF TOWN TREASURER

YEAR ENDING JUNE 30, 2020

FUND	BALANCE				BALANCE June 30, 2020
	July 1, 2019	DEPOSITS	INCOME	DRAWN	
STABILIZATION	6,498,812	-	98,008	-	6,596,820
C.D. WOOD	-				-
OPEB ART 21, 2010	12,492,284	1,982,567	514,834	-	14,989,686
ESTATE S.P. WHITE	17,322	-	291	-	17,613
POLICE DRUG ACCOUNT	20,986	1,500	40	5,988	16,538
TOWN 400TH CELEBRATION	11,222	-	172	-	11,393
SENIOR CENTER PROGRAMS	12,938	-	399	-	13,337
STABILIZATIONFUND - BOND PREM	1,103,995	-	16,380	-	1,120,375
J. GREELEY	7,719	-	119	-	7,838
MARGARET G. TOWLE	345,826	-	-	-	345,826
MARGARET G. TOWLE	54,645	-	6,076	7,046	53,675
JOHN CORNELL	57,656	-	882	1,200	57,338
DAVID & LUCY SHAW	60,109	-	919	-	61,028
W.L. RAYMOND	68,062	-	1,041	-	69,103
A.J. LINCOLN	25,406	-	427	-	25,833
E.I. RAYMOND	3,687	-	56	-	3,743
TAYLOR	2,607	-	40	-	2,646
SPRING GROVE	1,261,594	21,431	28,212	-	1,311,237
SPRING GROVE FLOWERS	28,421	-	444	1,475	27,390
EMILINE LINCOLN	2,511	-	38	-	2,549
EMMA J. LINCOLN	1,375	-	21	-	1,396
CONSERVATION FUND	77,082	-	1,181	-	78,262
SMART	19,378	-	296	15	19,659
FARRINGTON	2,271	-	35	15	2,291
BALLARDVALE	1,465	-	23	25	1,463
ALLEN	140	-	2	15	128
EMS BELL LIBRARY TRUST	54,447	-	773	9,500	45,720
ELDERLY TAXATION FUND	24,577	821	-	-	25,398
MUNICIPAL AFFORDABLE HOUSING	208,264	-	12,346	27,150	193,461
POLICE FEDERAL DRUG ACCT	37,096	17,812	93	-	55,001
DOLLARS FOR SCHOLARS	-	915,659	16,227	800	931,086
DRAPER	21,613	-	331	-	21,943
RICHARDSON	1,913	-	30	-	1,943
A & AV LINCOLN	1,426	-	22	-	1,448
RAFTON (INTEREST)	8,568	296	131	-	8,995
RAFTON (PRINCIPAL)	599	-	-	-	599
CONROY	2,196	-	34	-	2,229
AMERICAN LEGION	1,619	-	25	-	1,644
CHRIS MAYNARD BOOKS	5,234	-	79	127	5,186
HOLT	985	-	15	-	1,000
	22,546,048	2,940,087	700,043	53,357	26,132,821
INTERNAL SERVICE FUNDS					
INSURANCE	114,992	-	1,828	9,233	107,587
UNEMPLOYMENT COMPENSATION	374,563	-	6,274	-	380,837
WORKERS COMPENSATION	197,563	51,135	-	-	248,698
TOWN INSURANCE HEALTH	6,297,452	21,731,243	65,011	18,012,360	10,081,346
TOTAL INTERNAL SERVICE FUNDS	6,984,570	21,782,378	73,114	18,021,593	10,818,469
GRAND TOTAL ALL TRUST FUNDS	29,530,617	24,722,465	773,157	18,074,949	36,951,290

TOWN OF ANDOVER, MASSACHUSETTS							
ANALYSIS OF BONDS AUTHORIZED AND OUTSTANDING							
ACTIVITY FOR FY2020							
ARTICLE	PROJECT NAME	AUTHORIZATION JULY 1, 2019	NEW AUTHORIZATION	BONDING	PAID DOWN	RESCIND	AUTHORIZATION JUNE 30, 2020
SEWER ENTERPRISE							
ART 64 2007	SHAWSHEEN PUMPING STATION	350,000.00					350,000.00
ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	2,200,000.00					2,200,000.00
		2,550,000.00	0.00	0.00	0.00	0.00	2,550,000.00
WATER ENTERPRISE							
ART 36 2012	WATER PLANT BACKWASH TANK	300,000.00					300,000.00
ART 41 2016	WATER MAIN REPLACEMENT PROJECTS	500,000.00		500,000.00			0.00
ART27 2017	WATER MAIN REPLACEMENTS	1,000,000.00		597,000.00	403,000.00		0.00
ART 38 2017	WATER TREAT PLANT HEATING SYSTEM	100,000.00			100,000.00		0.00
ART 25 2018	WATER MAIN REPLACEMENT PROJECTS	3,000,000.00		3,000,000.00			0.00
ART 27 2018	WATER TREAT PLANT ELECTRIC SUBS REPLACE	5,000,000.00					5,000,000.00
ART 30 2018	DALE STREET PUMPING STATION REPLACE	360,000.00					360,000.00
ART 29 2019	WATER MAIN REPLACEMENTS	4,000,000.00		2,000,000.00			2,000,000.00
ART 2 2019	WATER MAIN REPLACEMENTS	2,000,000.00					2,000,000.00
		16,260,000.00	0.00	6,097,000.00	503,000.00	0.00	9,660,000.00
TOTAL ENTERPRISE FUNDS		18,810,000.00	0.00	6,097,000.00	503,000.00	0.00	12,210,000.00
GENERAL GOVERNMENT							
ART 31 2008	LANDFILL CLOSURE	6,695,000.00					6,695,000.00
		6,695,000.00	0.00	0.00	0.00	0.00	6,695,000.00
SCHOOL							
ART 40 2015	SCHOOL SITE IMP - WEST ELEMENTARY	319,000.00		319,000.00			0.00
		319,000.00	0.00	319,000.00	0.00	0.00	0.00
ROAD AND DRAINAGE							
ART 29 2017	ENMORE STREET RECONSTRUCTION	355,000.00					355,000.00
ART48 2018	MINOR STORM DRAIN IMPROVEMENTS	300,000.00					300,000.00
		655,000.00	0.00	0.00	0.00	0.00	655,000.00
CONSERVATION AND LAND ACQUISITION							
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	800,000.00					800,000.00
ART 23 2002	CONSERVATION FUND	400,000.00					400,000.00
		1,200,000.00	0.00	0.00	0.00	0.00	1,200,000.00
TECHNOLOGY							
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000.00					200,000.00
ART 39 2019	PUBLIC SAFETY MICROWAVE COMMUNICATION SYS	300,000.00			300,000.00		0.00
		500,000.00	0.00	0.00	300,000.00	0.00	200,000.00
TOWN BUILDINGS							
ART 33 2017	MUNICIPAL SERVICES FACILITY	500,000.00		500,000.00			0.00
ART 44 2017	TOWN & SCHOOL ENERGY INITIATIVES	120,000.00		120,000.00			0.00
ART 1 2019	BALLARDAVALE FIRE STATION	7,000,000.00		2,000,000.00			5,000,000.00
ART 24 2019	CENTER AT PUNCHARD DESIGN/CONSTRUCTION	2,500,000.00		1,000,000.00			1,500,000.00
ART 36 2019	MAJOR TOWN BUILDINGS PROJECTS	650,000.00					650,000.00
ART 37 2019	TOWN & SCHOOL ENERGY INITIATIVES	420,000.00		200,000.00			220,000.00
ART 38 2019	MAJOR SCHOOL BUILDINGS PROJECTS	920,000.00					920,000.00
		12,110,000.00	0.00	3,820,000.00	0.00	0.00	8,290,000.00
MISCELLANEOUS							
ART32 2018	PUBLIC WORKS VEHICLES - LARGE	555,000.00		420,000.00			135,000.00
ART 34 2019	PUBLIC WORKS VEHICLES - LARGE	380,000.00					380,000.00
ART 35 2019	FIRE APPARATUS REPLACEMENTS	360,000.00		314,000.00	46,000.00		0.00
ART 40 2019	TOWN BRIDGE EVALUATION & MAINTENANCE	500,000.00					500,000.00
ART 41 2019	PARKING AND HARDSCAPE IMPROVEMENTS	400,000.00					400,000.00
		2,195,000.00	0.00	734,000.00	46,000.00	0.00	1,415,000.00
TOTAL GENERAL GOVERNMENT		23,674,000.00	0.00	4,873,000.00	346,000.00	0.00	18,455,000.00
GRAND TOTAL		42,484,000.00	0.00	10,970,000.00	849,000.00	0.00	30,665,000.00