

TOWN OF ANDOVER



TOWN MANAGER'S RECOMMENDED FISCAL 2020 BUDGET & FINANCIAL PLAN

**ANDREW P. FLANAGAN
TOWN MANAGER**

FEBRUARY 1, 2019



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Andover
Massachusetts**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

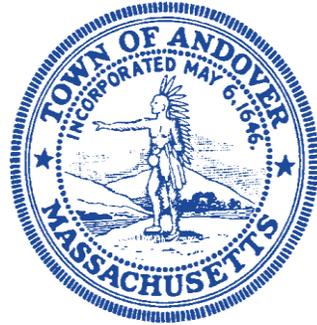
Executive Director



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SECTION 1



INTRODUCTION



A Citizen's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Town Manager's Recommended FY 2020 Budget & Financial Plan is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This section of the Town Manager's Recommended FY 2020 Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Andover.

The Budget Process

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

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

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

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

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

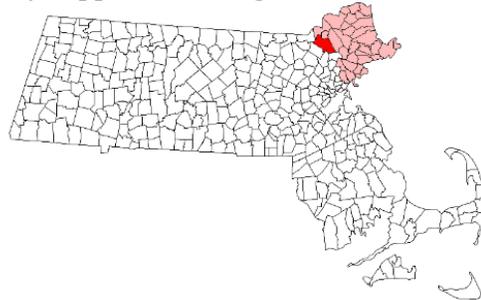
Community Profile

The Town of Andover is located 22 miles north of the state’s capital, Boston, Massachusetts, and is home to over 33,000 residents living in a suburban community of 32.1 square miles of which 31 (96.5%) square miles is land and 1.1 (3.5%) square miles is water. The Town was settled in 1642 and incorporated in 1646.

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

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

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



Name: Town of Andover	Settled: 1642
County: Essex	Incorporated: 1646
Total Area: 32.1 Sq. Miles	Population: 33,201 (2010 Census)
Land: 31.0 Sq. Miles	Elevation: 180 Feet
Water: 1.1 Sq. Miles	Coordinates: 42°39'30" N 71°08'15" W
Public Roads (Town): 188 Miles	Website: http://www.andoverma.us
Public Roads (State): 23 Miles	Schools: Pre-K through Grade 12
Form of Gov't: Open Town Meeting	
FY19 Residential & Open Space Tax Rate: \$15.27	
FY19 Avg. Single Family Home Value: \$653,104	

**JOINT BOARD OF SELECTMEN AND FINANCE COMMITTEE MEETING SCHEDULE
FY20 BUDGET AND 2019 WARRANT ARTICLE REVIEW**

February 2019

- Fri. 1st Town Manager's Recommended FY20 Budget Released (on Town website)
Mon. 11th Town Manager Presents FY2020 Budget to Board of Selectmen

March 2019

- Sat. 2nd All Town Department Budgets (Memorial Hall – 9:00 am to 3:00 pm)
Mon. 4th Budget and Warrant Article Votes (Board of Selectmen and Finance Committee)
Wed. 6th Tri-Board – School Committee Room
Mon. 11th Budget and Warrant Article Votes (Board of Selectmen and Finance Committee)
Mon. 18th Budget and Warrant Article Votes (Board of Selectmen and Finance Committee)
Wed. 20th Final Votes Due to Finance Committee
Wed. 27th Chair Letters Due to the Finance Committee

April 2019

- Wed. 3th Finance Committee Report to the Printer
Fri. 19th Finance Committee Report mailed to Residents
Mon. 29th 2019 Annual Town Meeting (1st night)

*All meetings will be held from 7:00 to 9:00 pm in the Selectmen's conference room
in the Town Offices unless otherwise noted.*

TOWN OF ANDOVER

MISSION & VALUES STATEMENT

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

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

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

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

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

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

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

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

- 3.1 Recruit, develop, and retain a highly skilled workforce

- 3.2 Promote and recognize municipal professionalism
- 3.3 Measure, evaluate, and improve performance

VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY

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

VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY

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

VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY

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

THE ANDOVER VISION

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

QUALITY EDUCATION

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

OPEN SPACE AND RECREATION

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

VIBRANT DOWNTOWN

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

SMALL-TOWN CHARACTER

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

CITIZEN PARTICIPATION

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

HISTORICAL HERITAGE

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

CULTURAL DIVERSITY

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

FINANCIAL STABILITY

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

HEALTHY AND SAFE ENVIRONMENT

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

MANAGEMENT OF NATURAL RESOURCES

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

TOWN SERVICES

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

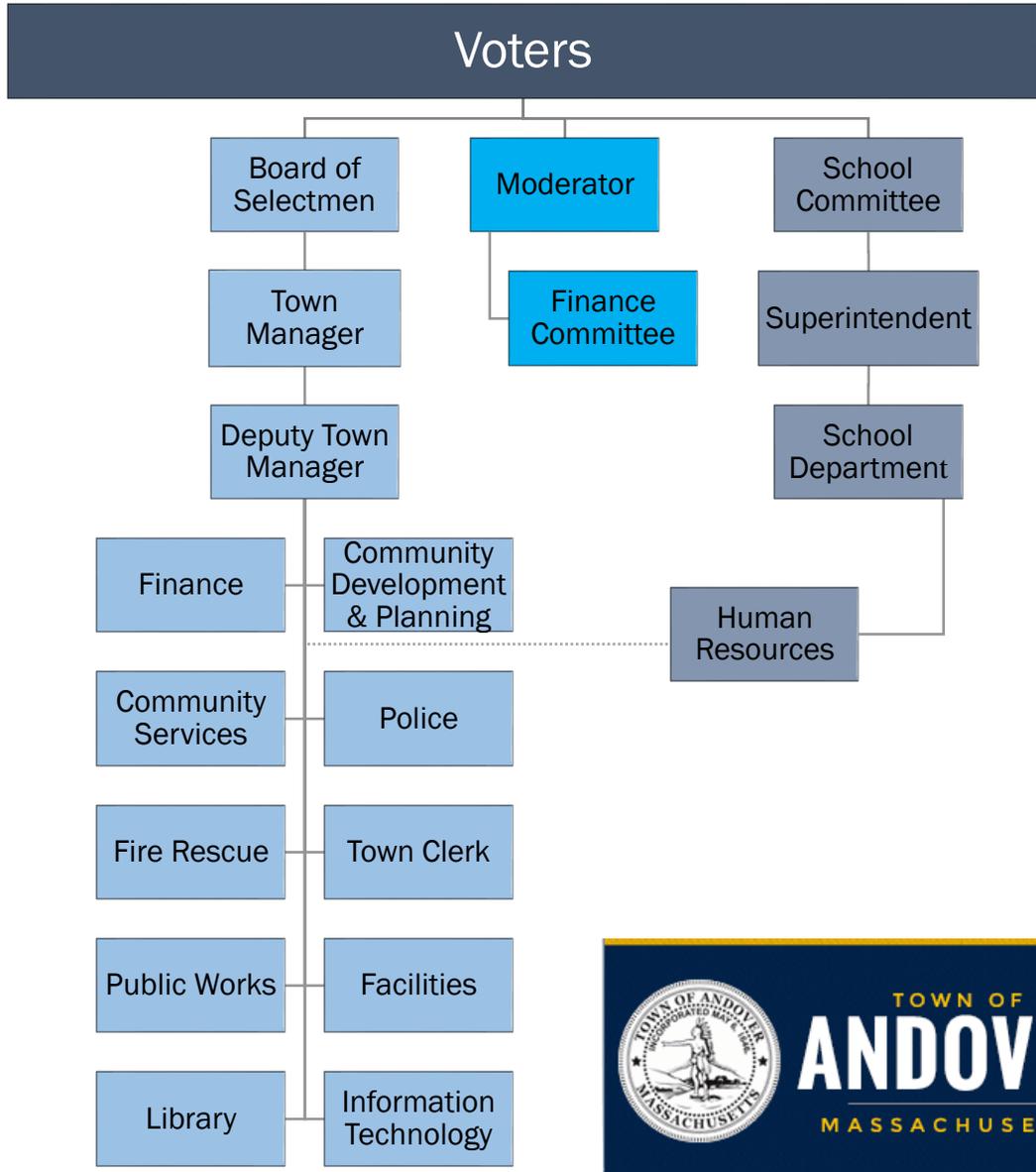
HUMAN SERVICES

Through our department of community services, other Town programs, and religious institutions, we will sponsor services and programs, facilities, outreach, and recognition to veterans, seniors, youth, and the disabled or disadvantaged among us. We will foster connections among all citizens to help us to appreciate, learn from, and support one another.

TRANSPORTATION

We will monitor changing commuting patterns and side-effects on air and water quality, noise, and traffic. We will work within the region to strengthen opportunities for regional transit, rail travel, commuter buses, and improved connections with mass transit hubs. We will seek solutions to local needs for downtown and commuter parking, for safe and efficient traffic flow, and for shuttle service to local facilities and services. We will encourage foot and bicycle travel as an alternative to automobiles, whenever feasible.

ORGANIZATIONAL CHART



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.

SECTION 2



TOWN MANAGER'S TRANSMITTAL LETTER



TOWN OF ANDOVER

TOWN MANAGER'S OFFICE

36 BARTLET STREET
ANDOVER, MA 01810
(978) 623-8200

WWW.ANDOVERMA.GOV

Andrew P. Flanagan
Town Manager

February 1, 2019

To: Honorable Chairman Alexander J. Vispoli & Members of the Board of Selectmen
Honorable Chair Eugenie M. Moffitt & Members of the Finance Committee

I hereby transmit to you the recommended FY 2020 operating and capital budgets. The Town Manager's Recommended Budget as proposed totals \$201,175,383 which is an increase of \$7,429,201 (3.8%) from the current budget. The Water & Sewer Enterprise Funds, which are exclusive of the General Fund, total \$8,335,066 as proposed which is an increase of \$206,265 (2.5%). The total available increase for Town and School Operations is \$4,523,249 which represents an increase of \$1,429,100 (3.52%) for Town Operations and \$3,094,150 (3.75%) for School Operations. \$5,906,358 will be either raised or appropriated to fund non-appropriated expenses, state assessments and certain capital projects.

Over the past several months, the Administration has worked to define the fundamental goals and objectives from which the FY 2020 budget has been developed. Those goals are as follows:

- Develop a FY 2020 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Board of Selectmen financial policies;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;
- Maintain employee compensation in a manner that provides opportunities for equity through modest adjustments and is consistent with the Town's long term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short and long term;
- Identify opportunities to reduce the Town's unfunded liabilities including pension and OPEB costs;
- Continue towards developing a long term financial model that provides for predictability and the opportunity to plan for sustainability of operations;
- Establish a capital program that is based on an annual spending target (5.72%) for cash and debt appropriations that provides the Town with the ability to expand capital capacity and fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½ ; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Balancing Community Needs with Fiscal Responsibility

Throughout the budget process considerable attention has been given to balancing the needs of the community and expectations of Andover's residents with the need to develop a financing plan that is fiscally responsible. As part of that process, each department budget was carefully examined and department and division heads were challenged to consider measures that maximize productivity of the organization while ensuring the effective delivery of quality services within available resources. As part of determining the level of available funds to offset obligations and for department operations, the following revenue and expenditure assumptions were used to develop the FY 2020 recommended budget:

Revenues

- **Tax Levy** to increase by the 2.5% (less Excess Levy Capacity) as allowed by Proposition 2 ½ plus New Growth.
- **New Growth** and **Local Receipt** estimates are based on five year averages of actual growth and collections.
- **State Aid** projections have been adjusted to reflect the Governor's Budget proposal (H1).
- **Free Cash** to be appropriated only for one time capital expenditures while maintaining a balance that will provide for a stable amount of Free Cash in future years.

Expenditures

- **Town** and **School Operating Budgets** to increase only by the amount of available funds after meeting the funding requirements of all obligations.
- **Retirement** contribution to increase by 7.2% from current budget per the existing funding schedule established by the Retirement Board.
- General Fund **Other Post Employment Benefit (OPEB)** funding will be based on the following:
 - 0.4% of the FY 2019 budget and increased by 2.5% annually.
 - Appropriating the incremental annual savings in the health insurance budget from the OPEB Reform Plan that was adopted in April of 2016 and appropriating the savings to the OPEB Trust Fund.
- **Employee Health Insurance** expense to increase by 8%.
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a 5.72% of the adjusted revenue budget.

Based on the assumptions as outlined above, Town departmental personnel and expense budgets are increasing by \$1,429,100 (3.52%) which is inclusive of a transfer of \$313,000 from the School Department budget to consolidate Information Technology personnel. Some of the more significant budget changes include the following:

School Department- +\$3,094,150

The FY 2020 recommended budget for the School Department is \$85,604,808, a 3.75% increase over FY 2019. The increase is inclusive of the second and final year of transferring textbooks (\$220,000) from the CIP to the operating budget and of the transfer of the IT staff (\$313,000) from the School budget to the Town budget. The overall increase is partially financed by the significant increase in Chapter 70 funding included in the Governor's Budget (H1), which resulted in \$646,569 over initial projections and a net increase of \$693,951 in State Aid. As the FY 2020 budget process develops, the Town and School should continue to explore collaborative opportunities to reduce the costs associated with All Day Kindergarten.

Department of Public Works - Solid Waste & Recycling +\$323,028

Costs associated with solid waste and recycling pickup and disposal are increasing significantly. These costs are primarily a result of changes in the recycling markets and the increased costs of disposing of certain materials. The contract for solid waste disposal will increase by 4% (\$68,697) and costs

associated with recycling collections are estimated to increase by 37% (\$252,731). The Department of Public Works will continue to explore options to contain these costs moving forward.

Information Technology- +\$317,163

As the organization continues to evolve and embrace the integration of technology into daily operations, the Town is moving forward with properly aligning resources within the organization structure. The FY 2020 budget includes a \$313,000 transfer from the School Department budget to the Town budget which is reflective of transferring an Education Solutions Leader and three application specialist positions to be integrated into the consolidated Town and School organizational framework. This will allow the Information Technology Department to deploy resources more effectively and efficiently across the organization and establish an Education Solutions team.

Fire Department- +\$170,241

The Fire Department overtime budget was reduced by \$300,000 in 2008 as part of a series of service reductions that were necessary to balance the operating budget. The corresponding impact was the partial elimination of the “Ladder Aide” position which serves as the second firefighter assigned to Ladder 1. In both FY 2018 and FY 2019 incremental steps were taken to restore funding for the Ladder Aide position which included a \$45,565 appropriation in FY 2018 and a \$100,000 appropriation in FY 2019. The FY 2020 budget will fully restore the \$300,000 that was reduced in 2008 and significantly increase the number of shifts in which Ladder 1 is staffed with two personnel. This cost will be offset by increases in anticipated ambulance revenues which are reflective of actual collections.

Department of Community Development & Planning - +\$55,857

The recommended budget includes consulting costs that will allow the Town to proceed with strategic investments through the review and potential recodification of the zoning bylaw and by developing a Request for Proposals (RFP) for the disposition of 11 Lewis Street (Town Yard Site) in FY 2020. The Zoning Bylaw Study Committee and the Historic Mill District Task Force have been established to support these efforts which have begun in FY 2019 and will accelerate in FY 2020. In addition, the FY 2020 budget includes investments aimed at improving business relations and customer service enhancements within the Department. The budget proposes increasing the Health Inspector responsible for food inspections from part time to full time. The benefits associated with this position will be funded through the health department’s revolving fund. Finally, efforts associated with improving the online permitting function and the Department’s analytics capacity are proposed to be funded in FY 2020.

Compensation & Employee Health Insurance

Each of the Town’s seven collective bargaining agreements will expire on June 30, 2019. The recommended appropriation to the Compensation Fund is \$590,000 which will be available for agreements that provide for modest cost of living increases. One of the primary objectives of this round of negotiations is to explore opportunities to reduce and fund the Town’s outstanding obligations and long term liabilities. This effort is a continuation of the objective established when negotiating the existing collective bargaining agreements which increased health insurance contributions for all new employees to 30%. This is a shift in the cost of health insurance plans of 7% (family plan) and 11% (individual) for new employees. The savings from this shift will help contain current and future health care costs.

The Board of Selectmen has not yet to date taken any formal action to change plan design in FY 2020. That is mainly due to the fact that the Town is waiting to see the official plan design changes voted by the Group Insurance Commission (GIC). Depending on the outcome, the Board of Selectmen may consider voting to invoke Section 22 of Chapter 32B. This would mark the third time that the Board has voted to invoke Section 22. The Town will continue to consider its options with respect to the FY 2020 health insurance program. The recommended budget maintains a projected 8% increase in employee health

insurance costs for FY 2020. Over the next several months, the Town will have a better understanding of any potential savings and the associated impacts.

Other Post-Employment Benefits (OPEB) Funding

In Fiscal Year 2018, GASB 75 required all municipalities to record their unfunded OPEB liability on their financial statements. When municipalities were notified of this change in GASB regulations over two years ago, Andover recognized its local impact and established a special commission to study the issue and develop recommendations to the Board of Selectmen and Town Manager.

Upon the release of the OPEB Advisory Committee's Report on March 31, 2016, the Board of Selectmen proceeded to hold public hearings on the report's recommendations. The Board of Selectmen charged the Town Manager with developing a plan for addressing the unfunded liability that was both equitable and comprehensive.

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

The last component of the plan was to redirect any savings from increases in premium contributions to the OPEB Trust Fund. In FY 2019, the Town appropriated approximately \$1.8 million to the OPEB Trust Fund. Based on the existing funding schedule and the plan as adopted by the Board of Selectmen, it is estimated that the Town will fully fund its OPEB obligation in approximately thirty five (35) years. As a result of the existing funding schedule and other steps taken through collective bargaining, the Town is able to mitigate the overall rate of growth of the unfunded liability.

The FY 2020 recommended budget includes a total appropriation of \$1,971,134 which includes \$401,575 from the Water & Sewer Enterprise Funds and \$663,365 from the General Fund, which is 0.4% of the adjusted General Fund budget and \$906,194 from health insurance savings which includes an incremental increase of \$136,491 from the FY 2019 savings.

Pension Funding

The Town's required appropriation to the pension fund will continue to put a significant burden on operating budgets. The existing funding schedule requires an annual increase of approximately 7.2% to be fully funded by 2035. The FY 2020 required appropriation is \$11,110,355, which will increase to \$14,680,766 over the next five years. The Town will need to continue to work closely with the Retirement Board to mitigate future impacts while sufficiently funding the pension system and ensuring that the obligations to our retirees are met.

Water & Sewer Enterprise Funds

In April 2016 Woodard & Curran presented a comprehensive water & sewer rate study to the Board of Selectmen. The study and recommended rate was designed to provide for the maintenance of operations and capital investments in facilities and infrastructure. The rate structure as adopted by the Board of Selectmen anticipates an annual 2.5% increase in both the Water and Sewer Enterprise Funds for a period of 5 years. Both the FY 2020 recommended operating and capital water and sewer budgets are reflective of the rate structure established in 2016.

The annual 2.5% increase included in the rate structure has facilitated \$3,000,000 of water main improvements each year which is a 100% or \$1,500,000 increase over the prior plan and as a result reduced the replacement schedule from sixty (60) to thirty (30) years. In May of 2018, the Town passed Special Legislation and entered into a ninety nine (99) year agreement to provide the Town of North

Reading with one hundred percent (100%) of its potable water. The agreement will yield over one billion (\$1,000,000,000) in new revenue over its term and will subsidize the Water Enterprise Fund’s operating and capital budgets by approximately 33%. This will result in a further acceleration of the Town’s water main replacement program. As a result, the FY 2020 CIP includes an additional \$1,000,000 of funding for the water main replacement program.

Sustainability & Energy Conservation

The FY2020 Town and School Energy Initiatives Program continues our efforts to modernize and upgrade HVAC systems with new high efficiency condensing boilers for the Public Safety Center. School energy initiatives include retrofits of system pumps with variable frequency drive (VFD) units and phasing out of pneumatic controls to digital controls. Additionally, a building automation system will be implemented in the Facilities/Public Works facility on Red Spring Road. Installation of LED lighting at Memorial Hall Library will improve energy efficiency, as well as provide for cost savings.

Capital Improvement Program & Maintaining Capital Capacity

The Town Manager’s Recommended Capital Improvement Program for FY 2020 totals \$27,231,297. The following revenue sources provide the funding for the projects:

▪ General Fund Revenue	\$ 3,963,698
▪ General Fund Borrowing	\$ 13,605,000
▪ Use of Free Cash	\$ 3,000,000
▪ General Fund Exempt Borrowing	\$ 0
▪ Special Dedicated Funds	\$ 1,777,599
▪ Water and Sewer Enterprise Funds	<u>\$ 4,885,000</u>
 Total Recommendation	 \$27,231,297

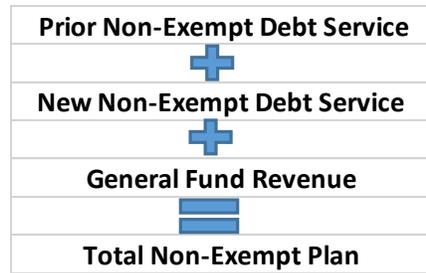
The following is a brief summary of the highlights in this year’s CIP. The details of the recommended projects as well as the individual items in the Capital Projects Fund can be found in the Town Manager’s Recommended Capital Improvement Program that was released on October, 31, 2018.

Establishing a “Target”

Standard and Poor’s continues to affirm Andover’s credit worthiness and the Town’s “AAA” General Obligation bond rating. In fact, the most recent report gives Andover a “strong or very strong” rating on each of the seven assessment factors: economy, budget flexibility, budgetary performance, liquidity, management conditions, debt and contingent liability profile and institutional framework.

Notwithstanding the Town’s legacy of prudent financial planning and commitment to fiscal stability, we have continued to make a major commitment in developing a Capital Improvement Program that establishes predictability and consistency in the capital planning process. Departments, Senior Management and Town staff have been challenged to carefully plan future year requests. The key to successful capital planning will require aligning projects with departmental priorities and scheduling major capital investments in a manner that responsibly integrates with the Town’s debt schedule. Over the past year, I have presented a spending target that is both sustainable in the context of the limitations of Proposition 2 ½ and ensures that we are able to meet the long term needs of our community. The non-exempt target has been set at 5.72% of the adjusted revenue budget. The FY 2020 recommended CIP is

balanced and supports investments in all functions of Town government within the context of our target. The framework of the target is as follows:



The FY 2020 Recommended CIP meets the target of 5.72% of the adjusted revenue budget and the following four years of the CIP fluctuate for a five year average of 5.64%. This will provide for future flexibility within the CIP and for non-exempt capital. While the plan will evolve as we move forward, below is a summary of anticipated expenditures and the financing plan for the next five years.

<i>General Fund</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
<i>Prior Non-Exempt Debt</i>	5,243,024	4,932,05	4,768,312	4,241,564	4,015,402
<i>Capital Projects from Taxation</i>	3,963,698	5,698,077	4,321,018	3,381,789	3,420,528
<i>New Non-Exempt Debt Service</i>		870,050	1,720,114	2,000,029	3,308,966
<i>Non-Exempt Debt To Be Issued FY19/FY20</i>	1,118,616	1,690,603	1,684,345	1,654,659	1,623,746
<i>Total Non-Exempt Tax Burden</i>	10,325,338	13,190,795	12,493,789	11,878,041	12,368,642
<i>Pro Forma Adjusted Revenue Budget</i>	180,543,865	182,670,261	189,250,260	195,940,139	202,920,995
<i>Budget for Plan at 5.72%</i>	5.72%	5.72%	5.72%	5.72%	5.72%
<i>Plan as % of Adjusted Revenues</i>	10,327,109	10,448,739	10,825,115	11,207,776	11,607,081
<i>Potential Use of Free Cash</i>	-	2,742,056	1,668,674	670,265	761,561
<i>Variance from Budget</i>	(1,771)	2,742,056	1,668,674	670,265	761,561

As predicated on the concept of establishing a target, the Capital Improvement Program is a critical element of the Town’s long range financial plan. As a result and in light of the events of September 13 the theme of this year’s program is *Building a Resilient Future*. Our goal of creating new opportunities has provided balanced investments in all functions of government and is reflective of the Town’s continued commitment to being a place to live, work and play. The imprint of this commitment can be found throughout the CIP. The plan is designed to be both sustainable and adaptive and I am confident that the FY 2020-2024 CIP achieves both.

Major Projects

This year’s CIP provides funding for improvements to two of the Town’s most important facilities. The Town and School’s Facility Master Plan has identified the Senior Center at Punchard and the Ballardvale Fire Station as facilities that are in need of complete renovation or replacement. As a result of our commitment to a comprehensive capital improvement program, the Town is positioned to move forward with both a renovation project at the Senior Center at Punchard and the construction of a new fire station at the site of the existing Ballardvale Fire Station. Renovations to our Senior Center at Punchard will be consistent with 21st century design standards for senior services and improve functionality as well as programming for the fastest growing demographic in the Town. Renovating and expanding the existing

space will provide our senior community with the space they need and will be designed to provide exceptional services.

The Ballardvale Fire Station, an iconic symbol in a neighborhood that serves as one of the cornerstones of our community, is 128 years old and is long overdue to be rebuilt. With design plans that will integrate with the fabric of the Ballardvale Historic District, this project will ensure the continued safety of not only our residents living in that area, but meet both the short and long term needs of Andover Fire Rescue. On November 27, 2018, Special Town Meeting overwhelmingly supported the necessary land acquisition and construction of the new Ballardvale Fire Station. Design of the new station is underway and construction is scheduled to begin this fall.

The renovated Senior Center as proposed and the new Ballardvale Fire Station will be funded within the limitations of Proposition 2 ½ and as a result will not require a debt exclusion override vote. Both projects are representative of the importance of the basic fundamentals of capital budgeting and our ongoing commitment to expand capital capacity in order to fund our outstanding building projects within the tax levy. Funding for both projects is included in the FY 2020 recommended budget.

As in every past CIP, the requests far exceeded the resources available to address them; however, through a collaborative process, the CIP is within the established target. While the plan will evolve as we move forward, below is a summary of anticipated expenditures and the financing plan for the next five years:

Capital Project Fund (General Fund Revenue)

The recommendation for the Capital Project Fund is \$3,963,698 from General Fund Revenues. The recommendation for funding Town requests is \$2,952,098 and \$1,011,600 for School Department requests. The FY 2020 recommended CIP, for a second year, does not include funding for textbooks as it is included in the recommended FY 2020 School Department budget. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years. Funding is being recommended specifically for Town and School facility repairs and improvements. Additionally, funds are being recommended for departmental projects that will improve the daily operations of our Town. This includes upgrading permitting and licensing software that will become a critical component to our approach to customer service. Additionally, we continue to make investments in playground replacements and accessibility to our conservation areas and public spaces.

Free Cash

Free Cash will provide significant opportunities in FY 2020 with \$3,000,000 available for capital projects. \$2,000,000 is being recommended for the renovation of the Senior Center at Punchard. The renovation of the existing space, as well as an addition will provide the Senior Center at Punchard with the appropriate space to provide 21st century services. \$1,000,000 is recommended to be appropriated to subsidize the construction and land acquisition costs for the Ballardvale Fire Station.

Free Cash is available as a funding source and as an opportunity to mitigate the impact of two larger scale building projects to taxpayers as a result of a multi-year plan to grow the balance available for appropriation. The Department of Revenue (DOR) states that Free Cash, as a nonrecurring revenue source, should be restricted to paying one-time expenditures, funding capital projects, or replenishing reserves. The proposed use of Free Cash is consistent with the Town and DOR's guidelines.

General Fund Borrowing

General Fund Borrowing includes several projects totaling \$13,605,000 for FY 2020. The sum of \$7,000,000 is recommended and has been approved for the construction of the Ballardvale Fire Station. For the Senior Center at Punchard renovations, an authorization of \$2,500,000 is being requested. Borrowing for Town and School major projects are recommended at \$650,000 and \$920,000 respectively. Additionally, \$420,000 is being recommended to continue the Town and School's energy initiatives. The Town's commitment to improving public amenities is also highlighted in our General Fund Borrowing recommendation with \$400,000 being sought for parking and hardscape improvements in the downtown area. Other important projects and property funded from borrowing include: replacement of fire rescue apparatus, public safety communication systems, public works vehicles, and bridge maintenance. \$319,000 of previously borrowed funds for the site work at West Elementary School is being recommended to be repurposed for the site work at Sanborn Elementary School in order to identify the necessary steps to address the flooding conditions caused by the current site.

General Fund Exempt Borrowing

There are no major capital projects being recommended this year that require General Fund Exempt Borrowing and therefore a Proposition 2½ debt exemption vote. However, a building committee for West Elementary School and a feasibility study committee for Andover High School have been established and populated. The West Elementary School project has been accepted into the Massachusetts School Building Authority (MSBA) program and the 2018 Annual Town Meeting appropriated \$1.2M to proceed with a feasibility study as required by MSBA.

The Andover High School Feasibility Study Committee has developed several scenarios that include potential renovations, an addition to the existing High School and a possible construction of a new high school. While the first Statement of Interest (SOI) submitted to the MSBA was not accepted, the Feasibility Study Committee is preparing to resubmit for the MSBA's next funding cycle. There is a warrant article for \$210,000 on the 2019 Annual Town Meeting Warrant to fund continued study of a potential project.

Both projects, at West Elementary School and Andover High School, would require a debt exclusion vote.

Special Dedicated Funds

There are three projects being recommended from Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended at \$1.36M. Forty thousand dollars is being recommended from the parking fund to replace the parking enforcement vehicle and \$372,870 is being recommended from cable funds to purchase student technology devices.

Water and Sewer Enterprise Funds

The Water and Sewer Enterprise Fund has five recommended projects for FY 2020 totaling \$4,885,000. This year it is recommended that \$4,000,000 be appropriated for the continuation of the major water main replacement program. Additional requests include \$110,000 for the reconstruction of the Water Treatment Plan parking area, \$100,000 to continue the hydrant replacement program, and \$450,000 for water filtration improvements.

The requests for FY 2020 are consistent with the 5 Year Water & Sewer Rate Structure adopted by the Board of Selectmen. The model assumes a 2.5% annual increase in both water and sewer rates. The model includes funding for extensive capital investments in both the water and sewer

systems including upgrades at the water treatment plant and increasing the funding for major water main replacement by \$1,000,000.

Future Budget Performance and Outlook

The Town must remain committed to the tenets of the long range financial plan moving forward. Growing obligations and sharp annual increases in fixed costs such as retirement and health insurance pose challenges to our ability to present a balanced budget that meets the expectations of the community in future years. The long range financial plan indicates that the Town will face budget deficits beginning in FY 2021 and the Town & School, along with our employees, will have to work collaboratively to address the associated impacts and develop innovative and creative solutions to mitigate the burden. Andover has been fortunate to have realized historic economic growth across property classifications in both FY 2018 and FY 2019. This growth has significantly reduced the projected deficits in future years, however, it should not be assumed beyond reasonable expectations moving forward. Despite historic growth over the past several years, our community must be cognizant of the impact our obligations have on our operating budget. Addressing future deficits will require community conversations and decisions.

Andover Transparency

I am pleased that in coordination with the release of this document, the Town has launched Andover Transparency, a new transparency platform that will provide access to Town financial information; including salary detail, vendor information and general ledger transactions. Andover Transparency can be found at www.andoverma.gov/transparency.

Conclusion

We remain committed to meeting the expectations of Andover residents. The FY 2020 Recommended Budget is reflective of our collective efforts to provide exceptional services and of our commitment to continue working towards improving our community. The Administration and Senior Management Team will continue to work collaboratively to develop creative approaches that will position the Town to effectively confront our complex challenges and to improve and enhance services within the constraints of our available resources.

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

I would like to thank the Board of Selectmen for its leadership and policy direction as it relates to the development of the FY 2020 Budget. I want to recognize the Town's Department and Division Heads for their professionalism and commitment to the process. Both their input and institutional knowledge of their departments and the organization proved to be invaluable. I would like to acknowledge Superintendent of Schools Dr. Sheldon Berman for his collaboration throughout the budget process. I want to recognize Executive Assistant Tonia Magras and Executive Secretary Christine Barraford for all of their assistance and support in facilitating the work that goes into developing the budget. I am most of all indebted to Deputy Town Manager Michael A. Lindstrom, Finance Director Donna M. Walsh and Chief of Administrative Services Patrick J. Lawlor who worked nights and weekends to prepare and ensure the quality of this document.

Lastly, I encourage residents to read the Citizen's Guide to the Budget and to use the Glossary of Terms as a resource that I hope will be helpful to residents and others interested in learning more about the budget and Town finances.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'A. Flanagan', is positioned above the printed name.

Andrew P. Flanagan
Town Manager

SECTION 3



EXECUTIVE BUDGET SUMMARY

EXECUTIVE BUDGET SUMMARY

THE OVERALL BUDGET

The FY 2020 Town Manager's Recommended Budget totals \$201,175,383. This sum represents a \$7,429,210 or 3.8% increase over the FY 2019 final Approved Budget of \$193,746,173. The sum of \$190,199,453 is currently being recommended for the Article 4 Operating Budget, which includes the budgets for all Town Departments, the School Department, Water and Sewer Enterprises, and Fixed/Shared Obligations. An additional sum of \$10,975,930 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles.

TOWN DEPARTMENTS

The FY 2020 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$42,014,545. This represents a \$1,429,100 or 3.5% increase over the FY 2019 appropriation of \$40,585,445. The FY 2020 budget recommendation includes Personal Services and Operating Expenses for all Town departments. The FY 2020 Recommended Budgets for the Water and Sewer Enterprises are \$5,347,042 and \$2,988,024 respectively.

SCHOOL DEPARTMENT

The Town Manager's FY 2020 Recommended Budget for the School Department is \$85,604,808. This sum represents a \$3,094,150 or 3.75% increase over the FY 2019 appropriation of \$82,510,658. The Town Manager has not yet had the opportunity to review the School Superintendent's budget request in detail, which will be subject to review by the School Committee, Finance Committee, and Board of Selectmen prior to the 2019 Annual Town Meeting in April. A summary of the School Department budget is included in the School Budget section herein.

FIXED COSTS AND OBLIGATIONS

Regional High Schools. For FY 2020, the sum of \$647,149 is being budgeted to cover the estimated expenses of Andover students enrolled in both the Greater Lawrence Technical High School and the Essex North Shore Agricultural and Technical School. This is a preliminary estimate and will change when the two Regional School Committees vote on their appropriations in the coming months.

Debt Service. The sum of \$15,149,625 is recommended for Debt Service in FY 2020. The debt service for several School Building projects and the Public Safety Center was financed through Proposition 2½ debt exclusions. Most of the increase in FY 2020 is related to borrowing for the construction of the New Municipal Facilities Building. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges.

Employee Health Insurance. The sum of \$22,074,808 is recommended for FY 2020. This figure provides for an 8% potential rate increase, as well as for an additional number of new subscribers and retirees in FY 2020. The budgeted amount is net of estimated savings generated from OPEB Reform (\$906,194) and from a change in employee/employer premium contributions effective July 1, 2017 (\$339,108). This preliminary amount is subject to change based on the results of the rate setting process currently underway.

EXECUTIVE BUDGET SUMMARY

Retirement Fund. The sum of \$11,110,355 is recommended for FY 2020. This appropriation represents a \$739,017 or 7.12% increase over FY 2019. The budgeted amount reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2035 using a discount rate of 7.00%. The change to the funding date and the discount rate were voted by the Retirement Board to be included in the actuarial valuation as of January 1, 2018.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Projects Fund appropriation for FY 2020 totals \$3,963,698 and is based on allocating 5.72% of adjusted revenues to this purpose. A summary of the proposed FY 2020 CIP is included in the Section 8 of this document.

WARRANT ARTICLES & OFFSET EXPENDITURES

Other Town financial warrant articles included in the overall budget are estimated at this time to total \$4,368,870 for FY 2020. Offset Expenditures are proposed at \$3,772,774 to be funded through a combination of Offset Local Revenues and Other Available Funds.

REVENUES

At this time it is projected that the total revenue and other funding sources available and recommended for the FY 2020 Budget is \$201,175,383. Property taxes account for 73.74% of the Town's total revenue sources available to fund the FY 2020 budget. Local revenues sources account for 6.47% of the budgeted revenues, while State Aid contributes 6.84%, and Water and Sewer receipts 7.50%. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

Property Taxes. FY 2020 Property Taxes are recommended at \$148,337,563. This is a 4.86% increase over FY 2019, and includes \$300,000 in unused levy capacity. There is also an additional \$3,782,989 of property taxes attributed to the Proposition 2½ debt exemptions for previously approved building projects. New Growth has been estimated at \$2,471,589 for FY 2020, representing a five-year average.

State Aid. The sum of \$13,751,378 is included in revenues to reflect Andover's estimated State Aid for FY 2020. This reflects an increase of \$920,924 or 7.18% over the Town's FY 2019 State Aid of \$12,830,454. The increase is mostly in Chapter 70 and is attributable to a change in the Education Reform Aid formula put forth by the Governor.

Local Revenues. Local revenues are projected at \$15,284,009 for FY 2020. This figure includes \$2,273,992 of departmental receipts used to offset the respective budgets. The Local Revenue figure reflects increases in several categories due to additional activity in licenses and permits and motor vehicle excise taxes and generally represents a five year average of the majority of the local revenue categories.

EXECUTIVE BUDGET SUMMARY

Water and Sewer Enterprise Funds. The Water and Sewer Enterprise revenues are projected at \$15,083,739 for FY 2020.

Free Cash. The Town's Free Cash that will be available for the 2019 Annual Town Meeting is \$7,807,910. The Recommended FY 2020 Budget proposes to appropriate \$2,000,000 from Free Cash for capital projects. In November 2018 voters authorized the use of \$1,000,000 from free cash to support funding for a new Ballardvale Fire Station. There is no use of Free Cash being proposed to support operating budgets.

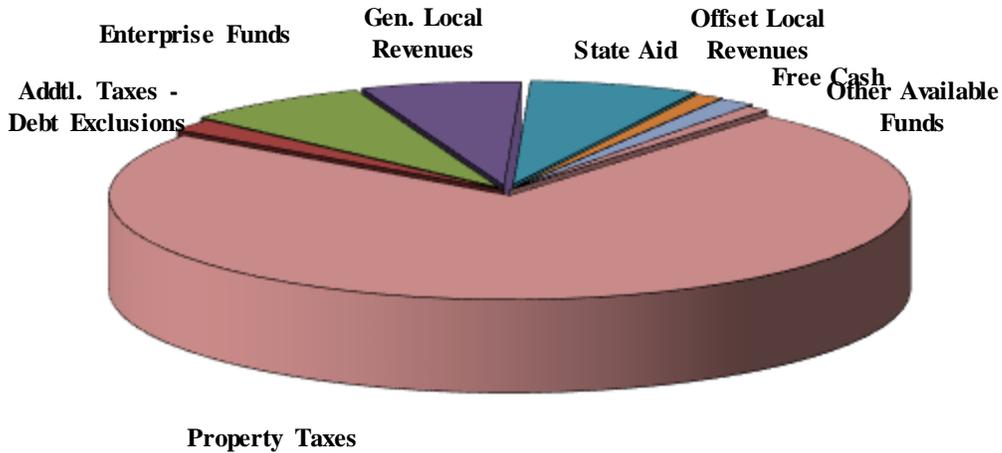
TOTAL FY2020 RECOMMENDED BUDGET SUMMARY

<u>REVENUES</u>	<u>FY 2019</u> <u>Approved</u>	<u>FY 2020</u> <u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
Property Taxes	\$141,467,385	\$148,337,563	\$6,870,178	4.86%
Addtl. Taxes - Debt Exclusion	\$3,902,896	\$3,782,989	(\$119,907)	-3.08%
State Aid	\$12,830,454	\$13,751,378	\$920,924	7.18%
General Local Revenues	\$12,250,042	\$13,010,017	\$759,975	6.21%
Water & Sewer Enterprises	\$14,556,160	\$15,083,739	\$527,579	3.63%
Offset Dept Revenues	\$2,219,510	\$2,273,992	\$54,482	2.46%
Other Avail. Funds - Budget	\$439,520	\$436,923	(\$2,597)	.0059%
Other Avail. Funds - Articles	\$1,366,206	\$1,498,782	\$132,576	9.71%
Free Cash	<u>\$4,714,000</u>	<u>\$3,000,000</u>	<u>(\$1,714,000)</u>	<u>-36.36%</u>
	\$193,746,173	\$201,175,383	\$7,429,210	3.83%

<u>EXPENSES</u>	<u>FY2019</u> <u>Approved</u>	<u>FY2020</u> <u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
School Department	\$82,510,658	\$85,604,808	\$3,094,150	3.75%
Town Departments	\$40,585,445	\$42,014,545	\$1,429,100	3.52%
Health Insurance	\$20,662,075	\$22,074,808	\$1,405,075	6.84%
Debt Service	\$14,568,901	\$15,149,623	\$580,722	3.99%
Retirement	\$10,371,337	\$11,110,355	\$739,018	7.12%
Water & Sewer	\$8,428,801	\$8,752,222	\$323,421	3.84%
Other Obligations	\$5,080,467	\$5,862,462	\$781,995	15.39%
Capital Projects Fund	\$3,265,077	\$3,963,698	\$698,621	21.40%
Offset Expenditures	\$2,219,510	\$2,273,992	\$54,482	2.45%
Warrant Articles	<u>\$6,053,902</u>	<u>\$4,368,870</u>	<u>(\$1,685,032)</u>	<u>-27.83%</u>
	\$193,746,173	\$201,175,383	\$7,429,210	3.83%

EXECUTIVE BUDGET SUMMARY

SOURCES OF FUNDS - FY 2019

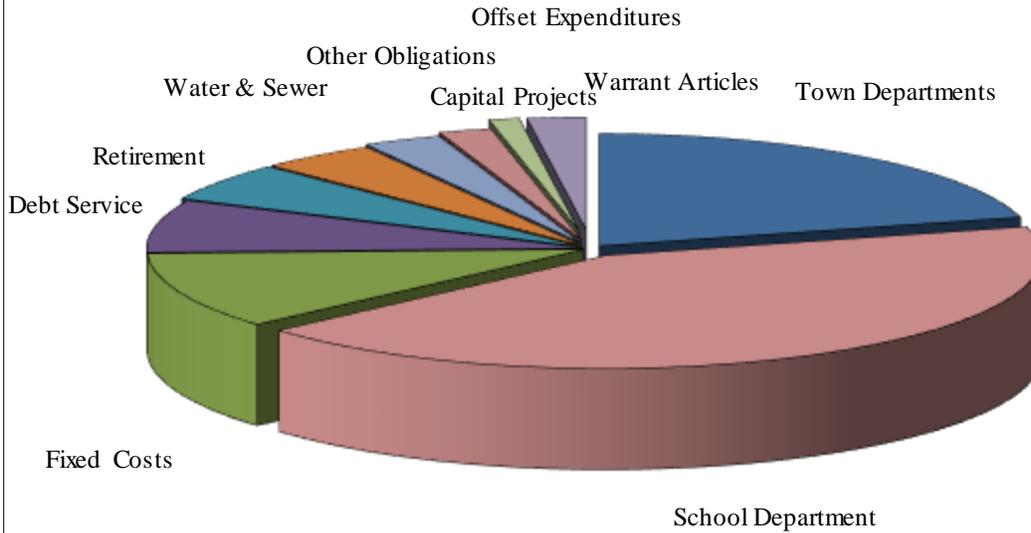


FY20 REVENUES - 2/1/19

Property Taxes	\$148,337,563	73.74%
Addtl. Taxes - Debt Exclusions	\$3,782,989	1.88%
Enterprise Funds	\$15,083,739	7.50%
Gen. Local Revenues	\$13,010,017	6.47%
State Aid	\$13,751,378	6.84%
Offset Local Revenues	\$2,273,992	1.13%
Free Cash	\$3,000,000	1.49%
Other Available Funds	<u>\$1,935,705</u>	<u>0.96%</u>
	\$201,175,383	100.00%

EXECUTIVE BUDGET SUMMARY

USES OF FUNDS - FY 2019



FY20 EXPENSES - 2/1/19

Town Departments	\$42,014,545	20.88%
School Department	\$85,604,808	42.55%
Health Insurance	\$22,074,808	10.97%
Debt Service	\$15,149,623	7.53%
Retirement	\$11,110,355	5.52%
Water & Sewer	\$8,752,222	4.35%
Other Obligations	\$5,862,462	2.91%
Capital Projects	\$3,963,698	1.97%
Offset Expenditures	\$2,273,992	1.13%
Warrant Articles	<u>\$4,368,870</u>	<u>2.17%</u>
	\$201,175,383	100.0%

EXECUTIVE BUDGET SUMMARY

OTHER APPROPRIATION ARTICLES

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

From Free Cash

Supplemental Appropriations – FY2020 Budget	\$0
Free Cash for the FY2020 Budget	\$0
Appropriations to fund capital requests (CS-1)	\$2,000,000

From Taxation

Jerry Silverman Fireworks	\$14,000
Elderly/Disabled Transportation Program	\$14,000
Support for Civic Events	\$5,000

From General Fund Borrowing

Center at Punchard-Design Services/Building Construction	\$2,500,000
Parking and Hardscape Improvements	\$400,000
Town Building & Facility Maintenance	\$650,000
Town Bridge Evaluation & Maintenance	\$500,000
Town and School Energy Initiatives	\$420,000
Public Works Vehicles-Large	\$380,000
Public Safety Microwave	\$300,000
Fire Bi-Directional Amplifier System	\$175,000
Fire Apparatus Replacement	\$360,000
School Building Maintenance & Renovation	\$920,000
Sanborn School Site Improvements (Repurpose)	\$319,000

From Special Dedicated Funds

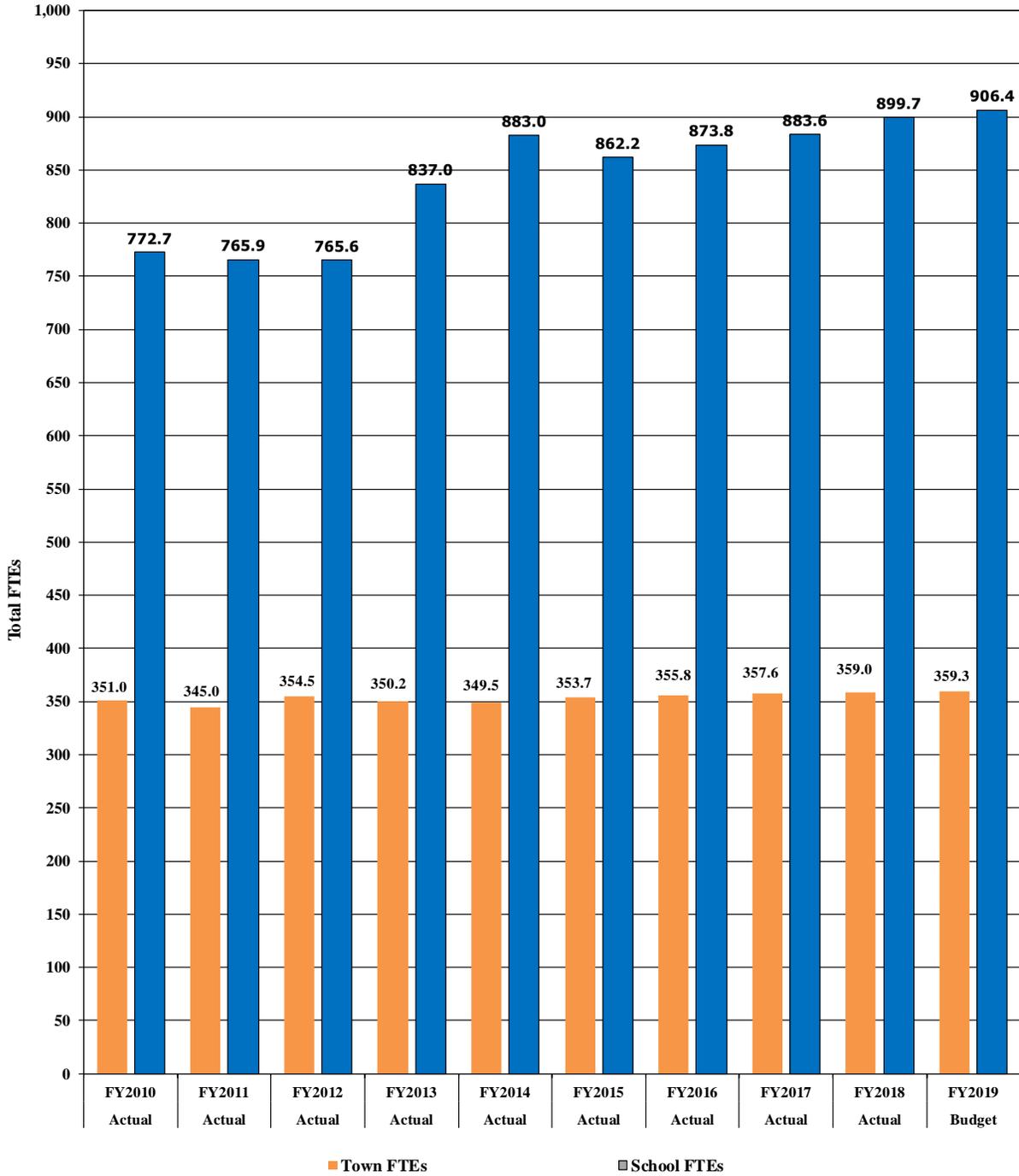
Parking Vehicle Replacement (Parking Fund)	\$40,000
Student Device Refresh (Cable)	\$372,870
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000
Overlay Surplus	\$32,000

From Water & Sewer Enterprise Funds

Water & Sewer Vehicles (Water Reserves)	\$225,000
Water Main Replacement Projects (Water Borrowing)	\$4,000,000
Hydrant Replacement Program (Water Reserves)	\$100,000
Water Treatment Plant Parking Area Reconstruction (Water Reserves)	\$110,000
Water Treatment Plant GAC Replacement (Water Reserves)	\$450,000

EXECUTIVE BUDGET SUMMARY

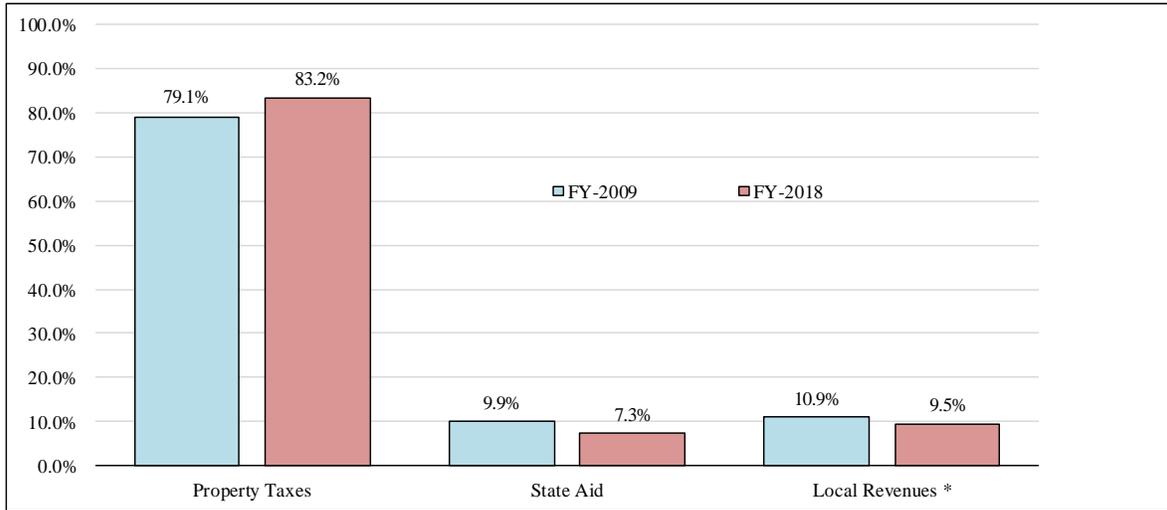
Town & School Employees (FTEs) FY2010 - FY2019



	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Actual FY2016	Actual FY2017	Actual FY2018	Budget FY2019	Actual 10-Yr FTE Change
Town FTEs	351.0	345.0	354.5	350.2	349.5	353.7	355.8	357.6	359.0	359.3	8.3
School FTEs	772.7	765.9	765.6	837.0	883.0	862.2	873.8	883.6	899.7	906.4	133.6
Total FTEs	1,123.7	1,110.8	1,120.1	1,187.2	1,232.5	1,215.9	1,229.6	1,241.2	1,258.6	1,265.6	141.9

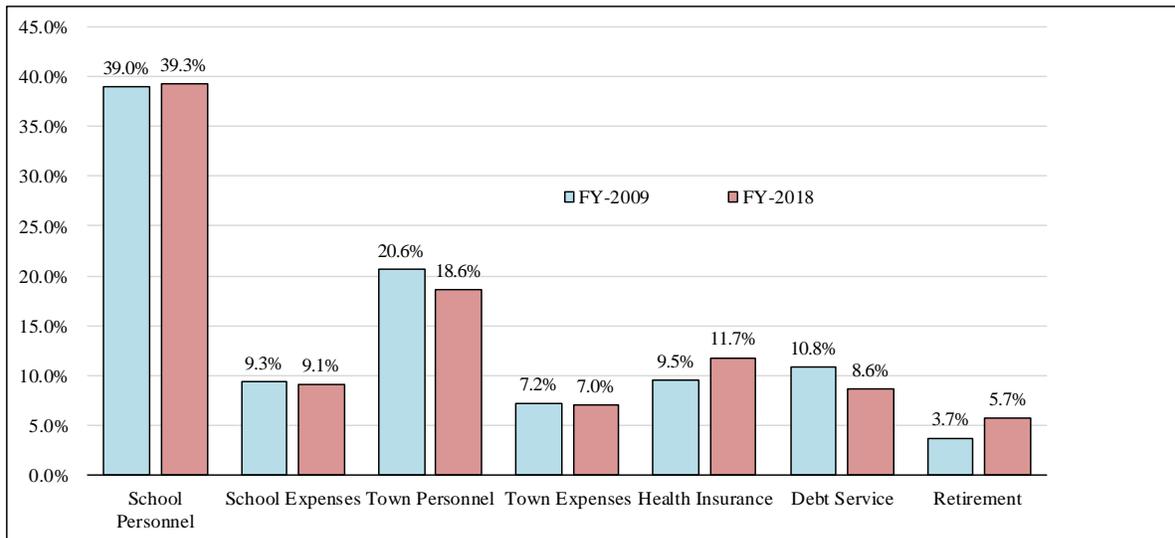
EXECUTIVE BUDGET SUMMARY

10 Year Proportional Change to Major Gen. Fund Revenues FY-2009 - FY-2018



<u>Major Gen. Fund Revenues</u>	<u>FY-2009</u>	<u>Pct. %</u>	<u>FY-2018</u>	<u>Pct. %</u>	<u>10 Year \$ Increase</u>	<u>10 Year % Incr.</u>	<u>Avg. Yrly. \$ Increase</u>	<u>Avg. Yrly. % Incr.</u>
Property Taxes	\$97,976,754	79.1%	\$139,352,558	83.2%	\$41,375,804	42.2%	\$4,137,580	4.2%
State Aid	\$12,315,672	9.9%	\$12,207,377	7.3%	-\$108,295	-0.9%	-\$10,830	-0.1%
Local Revenues *	<u>\$13,526,502</u>	10.9%	<u>\$15,958,066</u>	9.5%	<u>\$2,431,564</u>	18.0%	<u>\$243,156</u>	1.8%
* Including Dept. Offset Receipts	\$123,818,928	100.0%	\$167,518,001	100.0%	\$43,699,073		\$4,369,907	

10 Year Proportional Change to Major Gen. Fund Expenditures FY-2009 - FY-2018



<u>Major G.F. Expenditures</u>	<u>FY-2009</u>	<u>Pct. %</u>	<u>FY-2018</u>	<u>Pct. %</u>	<u>10 Year \$ Increase</u>	<u>10 Year % Incr.</u>	<u>Avg. Yrly. \$ Increase</u>	<u>Avg. Yrly. % Incr.</u>
School Personnel	\$47,647,693	39.0%	\$64,447,734	39.3%	\$16,800,041	35.3%	\$1,680,004	3.5%
School Expenses	\$11,358,226	9.3%	\$14,889,437	9.1%	\$3,531,211	31.1%	\$353,121	3.1%
Town Personnel	\$25,188,276	20.6%	\$30,526,070	18.6%	\$5,337,794	21.2%	\$533,779	2.1%
Town Expenses	\$8,758,011	7.2%	\$11,484,863	7.0%	\$2,726,852	31.1%	\$272,685	3.1%
Health Insurance	\$11,576,009	9.5%	\$19,257,000	11.7%	\$7,680,991	66.4%	\$768,099	6.6%
Debt Service	\$13,200,921	10.8%	\$14,048,907	8.6%	\$847,986	6.4%	\$84,799	0.6%
Retirement	<u>\$4,510,979</u>	<u>3.7%</u>	<u>\$9,428,488</u>	<u>5.7%</u>	<u>\$4,917,509</u>	109.0%	<u>\$491,751</u>	10.9%
	\$122,240,115	100.0%	\$164,082,499	100.0%	\$41,842,384		\$4,184,238	

EXECUTIVE BUDGET SUMMARY

STATE AID AND ASSESSMENTS

	FINAL FY2014	FINAL FY2015	FINAL FY2016	FINAL FY2017	FINAL FY2018	FINAL FY2019	ESTIMATE FY2020
<u>STATE AID</u>							
Chapter 70 Education Aid	8,465,632	9,042,864	9,191,614	9,768,234	10,066,835	10,595,662	11,454,144
School Construction Reimb SBAB	1,551,356	1,551,356	1,551,356	1,142,103	-	-	-
Charter Tuition Assessment Reimbursement	12,667	21,637	4,465	8,037	65,374	43,378	29,191
Reserved for School Lunch and Libraries	69,728	77,836	46,140	44,964	45,830	46,474	45,508
State Owned Property	200,144	210,663	210,663	208,157	207,959	207,959	213,475
Exemptions/Vet,Blind,Surviving Spouse	44,385	42,050	41,306	41,767	41,168	39,662	41,074
Veterans Benefits	86,459	81,374	77,771	78,521	55,710	49,780	70,563
General Government Aid	1,547,083	1,589,987	1,647,227	1,718,058	1,785,062	1,847,539	1,897,423
TOTAL	11,977,454	12,617,767	12,770,542	13,009,841	12,267,938	12,830,454	13,751,378
<u>ASSESSMENTS</u>							
Retired Teachers Health Insurance *	2,235,835	214,134	-	-	-	-	-
Mosquito Control Projects	115,646	116,017	116,150	128,144	120,316	128,731	128,932
Air Pollution Districts	13,059	13,129	13,272	13,604	13,890	14,247	14,086
RMV Non-Renewal Surcharge	34,760	36,740	36,740	36,740	31,020	31,020	31,020
MBTA	78,730	51,749	58,657	35,280	3,731	-	10,438
Merrimack Valley Regional Transit Authority	138,792	170,867	167,309	192,075	227,075	272,392	231,124
Special Education	14,384	14,395	15,602	16,226	-	37,373	32,844
School Choice Sending Tuition	5,000	6,700	26,467	38,500	76,967	93,703	103,550
Charter School Sending Tuition	47,613	77,765	214,973	152,848	207,011	259,345	276,631
Essex Tech Inst. Sending Tuition **	125,532	-	-	-	-	-	-
TOTAL	2,809,351	701,496	649,170	613,417	680,010	836,811	828,625
NET STATE AID	9,168,103	11,916,271	12,121,372	12,396,424	11,587,928	11,993,643	12,922,753

SECTION 4



OPERATING BUDGET REQUESTS FY2020

ARTICLE 4
FY2020
OPERATING BUDGET

2/1/19

LINE DEPARTMENT ITEM	EXPENDED FY2017	EXPENDED FY2018	BUDGET FY2019	TM REC FY2020
<u>PUBLIC SAFETY</u>				
1 PERSONAL SERVICES	14,323,621	15,738,420	15,405,213	15,710,079
2 OTHER EXPENSES	<u>1,483,286</u>	<u>1,459,955</u>	<u>1,616,557</u>	<u>1,573,950</u>
TOTAL	15,806,907	17,198,375	17,021,770	17,284,029
<i>Includes \$140,073 Parking Receipts; \$90,000 Detail Fees; and \$1,350,000 Ambulance Collections</i>				
<u>GENERAL GOVERNMENT / IT / CD&P</u>				
3 PERSONAL SERVICES	5,725,854	5,967,447	6,168,793	6,510,793
4 OTHER EXPENSES	<u>2,119,544</u>	<u>2,139,842</u>	<u>2,209,706</u>	<u>2,160,275</u>
TOTAL	7,845,398	8,107,289	8,378,499	8,671,068
<i>Includes \$25,000 Wetland Filing Fees</i>				
<u>DEPARTMENT OF PUBLIC WORKS</u>				
5 PERSONAL SERVICES	3,288,818	3,443,530	3,447,728	3,464,080
6 OTHER EXPENSES	<u>5,788,509</u>	<u>5,372,453</u>	<u>4,965,663</u>	<u>5,272,339</u>
TOTAL	9,077,327	8,815,983	8,413,391	8,736,419
<i>Includes \$60,000 Cemetery Revenues</i>				
<u>PUBLIC FACILITIES</u>				
7 PERSONAL SERVICES	2,265,684	2,294,615	2,317,184	2,374,145
8 OTHER EXPENSES	<u>1,315,695</u>	<u>1,282,239</u>	<u>1,459,534</u>	<u>1,398,600</u>
TOTAL	3,581,379	3,576,854	3,776,718	3,772,745
<i>Includes \$80,000 Rental Receipts and \$8,000 AYF Gift</i>				
<u>LIBRARY</u>				
9 PERSONAL SERVICES	1,988,844	2,057,011	2,163,080	2,154,076
10 OTHER EXPENSES	<u>637,792</u>	<u>647,020</u>	<u>666,012</u>	<u>667,312</u>
TOTAL	2,626,636	2,704,031	2,829,092	2,821,388
<u>COMMUNITY SERVICES</u>				
11 PERSONAL SERVICES	1,593,678	1,664,177	1,712,735	1,735,271
12 OTHER EXPENSES	<u>586,647</u>	<u>615,815</u>	<u>671,115</u>	<u>672,690</u>
TOTAL	2,180,325	2,279,992	2,383,850	2,407,961
<i>Includes \$583,510, \$4,482 and \$47,000 in User Fees, \$59,000 Grants and \$22,000 AYF Gift</i>				
<u>UNCLASSIFIED</u>				
13 COMPENSATION FUND	-	-	-	590,000
14 RESERVE FUND	inc above	inc above	<u>200,000</u>	<u>200,000</u>
TOTAL			200,000	790,000
<u>TOWN DEPTS. TOTAL</u>				
PERSONAL SERVICES	29,186,499	31,165,200	31,214,733	32,538,444
OTHER EXPENSES	11,931,473	11,517,324	11,788,587	11,945,166
<i>Less Budgeted Revenues</i>	<u>(2,562,311)</u>	<u>(2,523,948)</u>	<u>(2,417,875)</u>	<u>(2,469,065)</u>
NET TOTAL	38,555,661	40,158,576	40,585,445	42,014,545

ARTICLE 4
FY2020
OPERATING BUDGET

2/1/19

LINE DEPARTMENT ITEM	EXPENDED	EXPENDED	BUDGET	TM REC
	FY2017	FY2018	FY2019	FY2020
<u>ANDOVER SCHOOL DEPT</u>				
PERSONAL SERVICES	61,697,244	64,225,606	66,753,383	70,131,403
OTHER EXPENSES	<u>14,401,959</u>	<u>15,111,565</u>	<u>15,757,275</u>	<u>15,473,405</u>
15 TOTAL	76,099,203	79,337,171	82,510,658	85,604,808
LINE DEPARTMENT ITEM	EXPENDED	EXPENDED	BUDGET	TM REC
	FY2017	FY2018	FY2019	FY2020
<u>SEWER</u>				
16 PERSONAL SERVICES	310,013	339,738	329,123	333,049
17 OTHER EXPENSES	<u>2,246,951</u>	<u>2,272,411</u>	<u>2,537,257</u>	<u>2,654,975</u>
TOTAL	2,556,964	2,612,149	2,866,380	2,988,024
<u>WATER</u>				
18 PERSONAL SERVICES	1,995,639	2,037,457	2,062,821	2,056,092
19 OTHER EXPENSES	<u>3,400,683</u>	<u>3,004,495</u>	<u>3,199,600</u>	<u>3,290,950</u>
TOTAL	5,396,322	5,041,952	5,262,421	5,347,042
TOTAL	7,953,286	7,654,101	8,128,801	8,335,066

LINE DEPARTMENT ITEM	EXPENDED	EXPENDED	BUDGET	TM REC
	FY2017	FY2018	FY2019	FY2020
<u>OBLIGATIONS</u>				
20 TECHNICAL SCHOOLS	578,780	581,967	628,300	647,149
21 DEBT SERVICE	14,564,001	14,048,506	14,568,902	15,149,625
22 GENERAL INSURANCE	1,186,573	901,405	967,703	1,064,473
23 UNEMPLOYMENT COMP.	160,000	160,000	160,000	160,000
24 RETIREMENT FUND	8,581,696	9,428,488	10,371,338	11,110,355
25 HEALTH INSURANCE FUND	17,905,037	19,257,000	20,662,075	22,074,808
26 OPEB	<u>1,127,572</u>	<u>1,264,338</u>	<u>1,416,888</u>	<u>1,569,559</u>
TOTAL	44,103,659	45,641,704	48,775,206	51,775,969
<i>Includes \$235,850 from Cable Funds, \$76,121 from Premium Reserve</i>				

GRAND TOTAL	169,274,120	175,315,500	182,417,985	190,199,453
Less Budgeted Revenues	<u>(3,003,509)</u>	<u>(2,841,118)</u>	<u>(2,657,512)</u>	<u>(2,704,915)</u>
NET TOTAL	166,270,611	172,474,382	179,760,473	187,494,538

TOWN MODERATOR / BOARD OF SELECTMEN

Town Moderator

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

TOWN MODERATOR		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011141	TOWN MODERATOR SALARY					
	5130 PART TIME	250	370	250	250	250
	TOTAL SALARIES	250	370	250	250	250
	TOTAL TOWN MODERATOR	250	370	250	250	250

Board of Selectmen

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

BOARD OF SELECTMEN		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011221	SELECTMEN SALARIES					
	5130 PART TIME	15,175	15,150	16,500	16,500	16,500
	SUBTOTAL	15,175	15,150	16,500	16,500	16,500
011222	SELECTMAN EXPENSES					
	5295 OTHR SVCS	604	1,103	-	-	-
	5310 OFFICE SUP	-	23	150	150	150
	5700 UNCLAS EXP	-	2,510	4,500	4,500	4,500
	5710 TRAVEL	106	219	500	500	500
	5730 DUES/SUBSCRIPTIONS	7,452	7,636	7,800	7,800	7,800
	SUBTOTAL	8,162	11,491	12,950	12,950	12,950
	TOTAL BOARD OF SELECTMEN	23,337	26,641	29,450	29,450	29,450

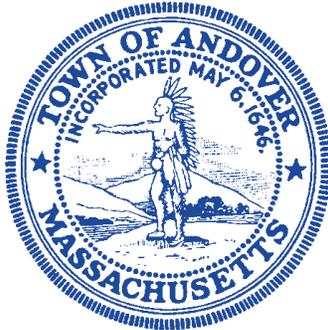
FINANCE COMMITTEE

Finance Committee Description

The Finance Committee is a nine-member volunteer committee appointed by the Town Moderator. The Finance Committee is required by Town bylaw to prepare and mail to each household the Finance Committee's recommendation in the annual budget and other items of financial impact. The Committee also has similar responsibilities for a special town meeting.

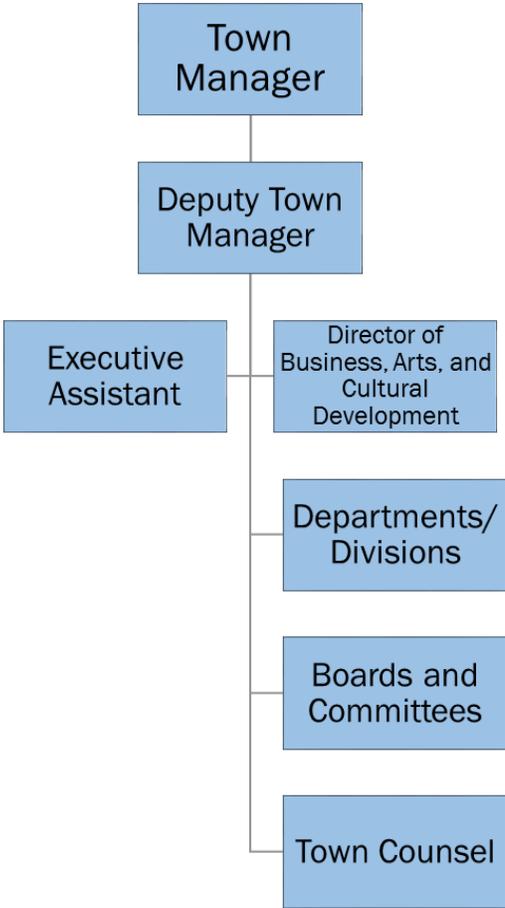
FINANCE COMMITTEE		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011312	FINANCE COMMITTEE EXPENSES					
	5225 POSTAGE	4,523	-	6,200	6,200	6,200
	5270 PRINTING	19,522	31,066	20,000	22,000	22,000
	5295 OTHER SERVICES	75	-	-	-	-
	5310 OFFICE SUP	26	45	100	100	100
	5730 DUES/SUBSCRIPTIONS	388	500	600	600	600
TOTAL	SUBTOTAL	24,534	31,611	26,900	28,900	28,900

TOWN MANAGER



Mission Statement

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



TOWN MANAGER

Department Description

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

2018-2019 Goals and Objectives

Long Range Financial and Operational Planning

Continue to foster the principles established over the last two years focused on providing a thoughtful and collaborative approach to the town's financial planning updates

- Convene a task force for the purposes of facilitating and leading a community discussion on future structural deficits and potential impacts to service delivery
- Develop a framework and tool for understanding property tax impacts as it relates to both operational and capital budgeting
- Continue to aggressively and creatively address fixed costs and obligations throughout the planning, budgeting, and collective bargaining process

Citizen Response Management and Engagement

Begin to develop a citizen response management function focused on how we serve the public

- Begin to develop a citizen response management function focused on how we serve the public
- Begin the design of a new approach that centralizes primary customer service functions for residents and businesses who engage in a transaction or relationship with the Town of Andover. Explore investments in technology and realignment of resources to maximize the user experience with Town government
- Reorganize existing resources to maximize productivity and establish efficiencies
- Continue to communicate effectively with the public through a variety of mediums including social and digital media and public forums and information sessions

Capital Investments

Develop and maintain a balanced Capital Improvement Program within the limitations of Proposition 2 ½

- Oversee final construction of and transition to the new Municipal Services Facility
- Design and renovate the Senior Center to better align with the services and programs for the senior community of today and tomorrow
- Continue forward with the design and potential construction of a new Ballardvale Fire Station
- Make functionality improvements to Town Offices with a focus on meeting space, customer service, and user experience
- Work with the School Committee, West Elementary Building Committee, and Andover High School Building Committee to identify funding strategies for school building projects

Downtown Andover

Continue to develop opportunities for business, arts, and cultural development in our downtown; creating a downtown experience that is consistent with the 2012 Master Plan

- Systematically invest in public amenities and parking improvements
- Explore connectivity between the downtown and the Historic Mill District, understanding the transformative opportunities of an expanded downtown, including the potential re-use of the Town Yard site

River and Open Space Access

Enhance recreational opportunities by increasing access to our waterfronts and open space

- Increase access to our region's most scenic resources by constructing public pathways for recreation
- Engage stakeholders alongside the Merrimack River in order to provide access to the Merrimack River, Shawsheen River and Andover Conservation

TOWN MANAGER

	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>REQ</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>
TOWN MANAGER						
Town Manager	1.0	1.0	1.0	1.0	1.0	191,000
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	135,360
Executive Assistant	1.0	1.0	1.0	1.0	1.0	77,520
IE-26 Dir. Business, Arts & Cultural Develop.			1.0	1.0	1.0	95,133
Unclassified						5,000
	3.0	3.0	4.0	4.0	4.0	504,013

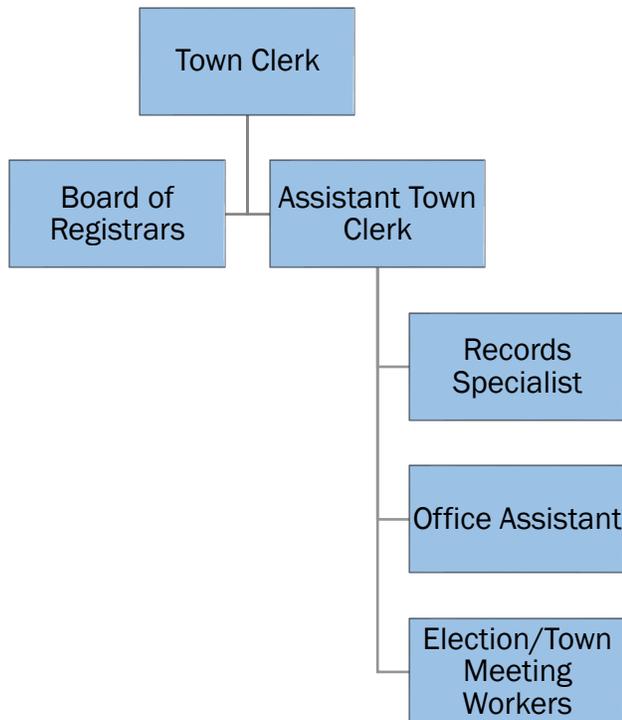
TOWN MANAGER		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011231	TOWN MANAGER SALARIES					
	5110 REG WAGES	389,700	412,439	500,038	497,133	504,013
	5120 OVERTIME	838	4,404	2,600	-	-
	5130 PART-TIME	-	-	2,000	-	-
	5187 RETRO WAGES	4,716	-	-	-	-
	SUBTOTAL	395,254	416,843	504,638	497,133	504,013
011232	TOWN MANAGER EXPENSES					
	5220 TELEPHONE	-	482	600	600	600
	5250 ADVRTSNG	-	338	-	-	-
	5270 PRINTING	3,130	1,774	2,500	2,500	2,500
	5231 TRANSPORTATION ALLOWANC	9,000	9,000	9,000	6,000	6,000
	5295 OTHR SVCS	19,730	20,619	8,000	8,000	8,000
	5310 OFFICE SUP	4,136	1,994	500	500	500
	5394 SUPPLIES/BOOKS	340	19	200	200	200
	5490 EVENTS	-	-	-	10,000	3,000
	5710 TRAVEL	5,115	7,874	5,000	5,000	5,000
	5715 PROFESSIONAL DEVELOPMENT	6,450	10,414	12,000	12,000	12,000
	5720 TRAVEL OUT-OF-STATE	3,228	4,519	5,000	5,000	5,000
	5730 DUES/SUBSCRIPTIONS	6,889	6,641	3,500	3,500	3,500
	SUBTOTAL	58,018	63,674	46,300	53,300	46,300
	TOTAL TOWN MANAGER	453,272	480,517	550,938	550,433	550,313

TOWN CLERK



Mission Statement

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



TOWN CLERK

Department Description

Vital record filing (birth, death and marriage records) and reporting to the State are important functions of the Town Clerk's Office. A considerable amount of time is spent on properly recording and providing public access to these records. The office also manages records and provides access to Business Certificates filings, Town Meeting and Election minutes. Planning Board and Zoning Board of Appeals decisions are filed with the Town Clerk's Office. The Town Clerk's Office publishes and maintains Open Meeting Law postings, distributes educational material relating to the Open Meeting Law and the Conflict of Interest Law and maintains compliance records. A record storage and retention system is in place and organized by this department in accordance with the State's Public Record Retention regulations.

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

The Town Clerk's Office, along with the Board of Registrars, is responsible for the maintenance of the State's computerized Voter Registration System for the Town. Other related responsibilities are: Town Meeting, Town and State Elections, the registration of voters, maintenance of the Street List and voter list through the yearly mailing of the Town Census, the certification of nomination papers, warrant articles for Town Meeting and all Initiative Petitions.

The Town Clerk is also responsible for the management of Political Campaign Finance Reporting for candidates for Town Offices and Political Committees organized for or against Ballot Questions.

The Goals of the Town Clerk's Office are:

- To provide an environment where customers feel their needs are our top priority.
- To look for innovative ways to provide consistent quality service to our residents ensuring customer satisfaction and fostering community spirit.
- To present the Town Clerk's Office as a central information point for local residents and citizens at large.
- To instill a high level of confidence as in the integrity of the electoral process by providing information and education to the community.
- To provide staff with the training and education necessary for a high level of job performance and satisfaction by utilizing current technology and available resources.
- To foster cooperation and coordination between departments to provide the Town with quality customer service.

FY2020 Objectives

ELECTIONS & TOWN MEETINGS

- To manage the March 2019 Annual Town Election.
- To manage the 2019 Annual Town Meeting.
- To manage any Special Town Meetings or Special Elections.
- To continue to recruit and train election and town meeting workers in election procedures, rules, and regulations.
- To proactively conduct community outreach in the areas of census and voter registration.
- To continue review of our election procedures to provide cost efficiencies.
- To monitor progress of proposed legislation and be prepared to implement any changes in election laws and procedures.

RECORD MANAGEMENT

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

TOWN CLERK

TOWN LICENSING

- To continue educating and informing the public of licensing obligations and administrative procedures.
- To help implement the Town-wide “View Permit” permitting/licensing system.

TRAINING

- To continue to provide office staff with computer training in data base programs and customer service skills.
- To support and provide educational opportunities to staff to enhance job performance and job satisfaction.

COMMUNICATIONS

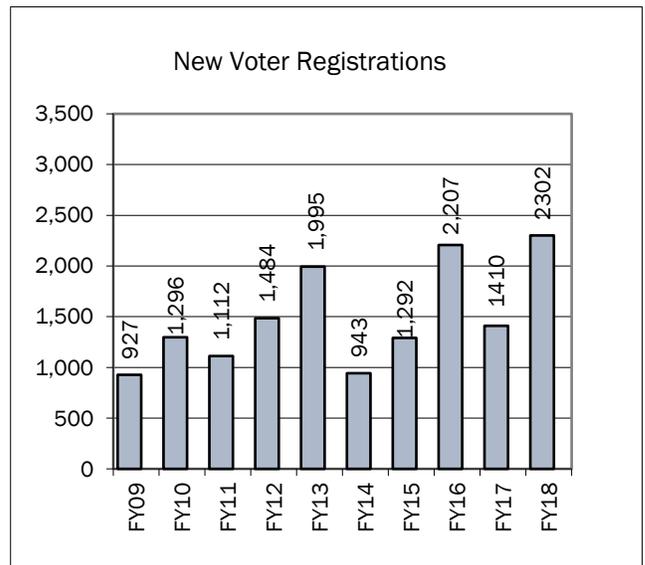
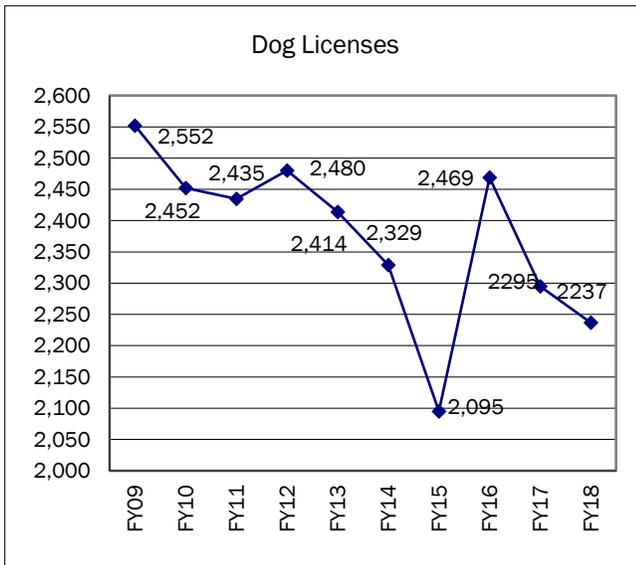
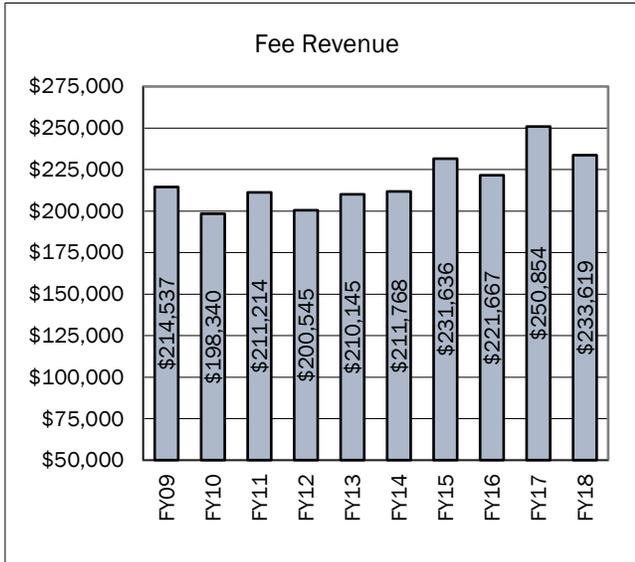
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, social media, cable TV, newsletters, and mailings that may be available from time to time.

CUSTOMER SERVICE

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

TOWN CLERK

TOWN CLERK PERFORMANCE STATISTICS



TOWN CLERK

TOWN CLERK							
	Town Clerk & Chief Strategy Officer	1.0	1.0	1.0	1.0	1.0	125,400
I-20	Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	75,143
I-14	Records Specialist	1.0	1.0	1.0	1.0	1.0	50,875
I-14	Office Assistant III	1.0	1.0	1.0	1.0	1.0	61,157
	Unclassified						1,050
		<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>313,625</u>

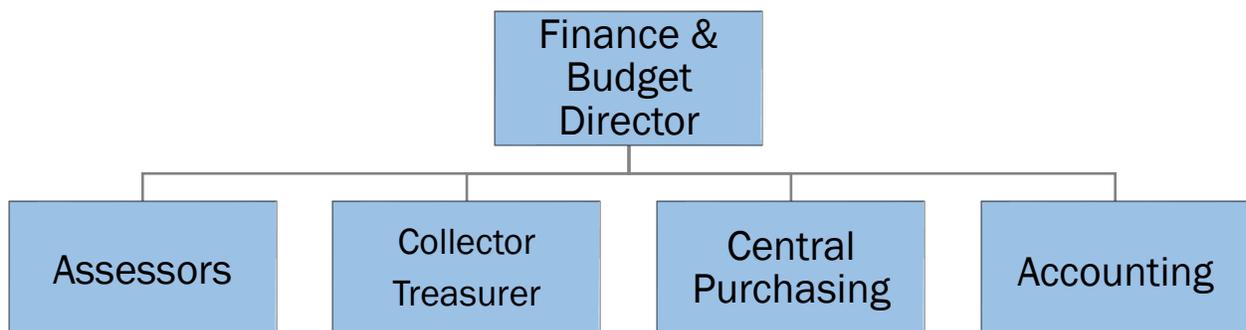
TOWN CLERK		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011611	TOWN CLERK SALARIES					
	5110 REG WAGES	297,743	326,760	294,209	308,225	313,625
	5120 OVERTIME	10,966	7,020	16,500	8,000	8,000
	5130 PART TIME	-	-	-	12,000	12,000
	5135 PT ELECT	57,171	20,739	57,720	19,950	19,950
	5187 RETRO WAGES	5,692	2,229	-	-	-
	SUBTOTAL	<u>371,572</u>	<u>356,748</u>	<u>368,429</u>	<u>348,175</u>	<u>353,575</u>
011612	TOWN CLERK EXPENSES					
	5225 POSTAGE	4,661	8,102	16,190	13,690	13,690
	5250 ADVRTSNG	1,338	1,698	4,000	2,000	2,000
	5270 PRINTING	16,956	10,560	16,125	18,425	18,425
	5271 CREDIT CARD FEES	315	326	1,000	1,000	1,000
	5282 REP-OFF EQ	4,113	2,507	10,230	8,930	8,930
	5295 OTHR SVCS	23,597	17,909	28,090	21,990	21,990
	5310 OFFICE SUP	1,658	2,314	4,000	4,700	4,700
	5420 OFF EQUIP	-	600	21,800	2,000	2,000
	5710 TRAVEL	328	2,241	2,000	2,000	2,000
	5715 PROF DEV	-	-	-	3,000	-
	5730 DUES/SUBSCRIPTIONS	1,179	985	2,805	1,626	1,626
	SUBTOTAL	<u>54,145</u>	<u>47,242</u>	<u>106,240</u>	<u>79,361</u>	<u>76,361</u>
	TOTAL TOWN CLERK	425,717	403,990	474,669	427,536	429,936

FINANCE AND BUDGET



Mission Statement

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



FINANCE AND BUDGET

Department Description

The Finance and Budget Department has four divisions: Administration & Finance, Assessor, Collector/Treasurer, and Central Purchasing/Central Services.

DIVISION: ADMINISTRATION & FINANCE

The Administration & Finance Division oversees the operations of the Department and is also responsible for the Town's financial planning and budget preparation.

DIVISION: ACCOUNTING

The Town Accountant's Office is responsible for providing accounting and financial reporting services to all Town Departments, Boards, Commissions and other Regulatory Agencies in accordance with Massachusetts General Laws, Municipal Bylaws, and Generally Accepted Accounting Principles. Responsibilities include processing and maintaining all payroll records; review, process and maintenance of all accounts payable records; preparation and distribution of water and sewer billings; preparation and distribution of accurate and timely financial reports from data in the Town's accounting system; coordinate the completion of the annual independent financial audit; and provide financial research and analysis as requested. Additionally, the Town Accountant, as ex-officio, is a member of the Andover Retirement Board which oversees the retirement program for all retired Town, Andover Housing Authority and School employees (excluding school teachers who retire under the Massachusetts Teachers Retirement System).

DIVISION: ASSESSORS

The Assessors Division is responsible each year for the valuation of real estate and personal property in the Town as well as processing Statutory Tax Exemptions, Tax Abatement Filings, Motor Vehicle Excise Taxes and Sewer Betterments. The three member Board of Assessors is appointed by the Town Manager and reviews all requests for abatements and exemptions.

DIVISION: COLLECTOR/TREASURER

The Collector/Treasurer Division is responsible for the collection of all monies due the Town for the following: Real Estate, Personal Property, Motor Vehicle Excise Taxes, Departmental Receipts, Water and Sewer charges, Parking Tickets and any related receipts.

In addition, the division is responsible for issuing Certificates of Lien and Betterment Discharges; processing payroll deductions and taxes for Town & School departments including reconciling W2's and 1099's, reconciling all Town Bank Accounts and processing warrants and checks to pay vendors. The Collector/Treasurer's Office also manages Tax Titles, Tax Liens and Foreclosures. Administrate the Margaret Towle and Cornell Fuel benevolent funds, as well as the Andover Dollar For Scholars scholarship fund.

The Parking Clerk is part of the Collector/Treasurer's office. A Deputy Tax Collector comes once a month to act as the Hearing Officer for any related parking ticket issues.

The Collector/Treasurer manages the Town's Debt Service including borrowing funds both short and long term.

DIVISION: CENTRAL PURCHASING

The Central Purchasing Division is responsible for oversight of the Town and School bidding process to ensure compliance with Massachusetts General Laws; contract compliance regarding Andover's Affirmative Action Plan; coordination of insurance and risk management for property and casualty claims for all Town and School departments with the exception of health and personal insurance (which are handled by the Human Resource Department) and oversight of our present insurance company's Rewards Program which helps control and reduce losses along with providing future savings on insurance premiums.

FY2020 Objectives

FINANCE ADMINISTRATION:

- To provide Town Manager, elected and appointed officials with the data and analysis required to make informed financial decisions with a view to long-term fiscal implications.
- To work with the Human Resources office on health insurance programs.
- To enhance the information and use of the town web site for staff, citizens and businesses.
- To work with the consolidated Information Technology Services department to review and implement any recommendations for financial software improvements.

FINANCE AND BUDGET

- To implement additional financial software modules to increase efficiency and timeliness of reporting financial information

ACCOUNTING

- To calculate annual Free Cash in accordance with the Department of Revenue's requirements.
- Coordinate annual preparation of Tax Rate Recapitulation with the Town Assessor.
- Compile the data, prepare and submit various state and local financial reports.
- Prepare the annual audit in accordance with outside, independent audit guidelines.
- Continue with the integration and upgrading of the Town's Financial Management Software system.
- Work with the Town's Audit Committee and assist them in meeting their responsibilities.
- Maintain Town Debt Ledgers.
- Continue to interpret and assist in implementing union contract settlements; monitor to ensure compliance.
- Prepare and submit Town's portion of the School End-of-Year Report in accordance with DOE requirements.
- Organize, prepare and submit data for the annual Workers Compensation Audit.
- Perform annual Health Insurance Audit to ensure accuracy of Town records.
- Coordinate with Human Resources and the Town Treasurer and prepare direct insurance billing.
- Prepare water and sewer bills utilizing newly implemented CUSI billing software.
- Record, distribute and reconcile Town departmental attendance records.
- Participate with Town Management to perform a Town wide Fraud Assessment.
- Respond to information requests from both internal and external sources.

ASSESSORS

- To continue the valuation of all property within the town.
- To seek out and value all taxable personal property.
- To enhance methods of providing public access to property records and information that would be helpful to taxpayers. The use of the Town's web page is the primary goal.
- To continue GIS training for staff on the Town's GIS system.

COLLECTOR/TREASURER

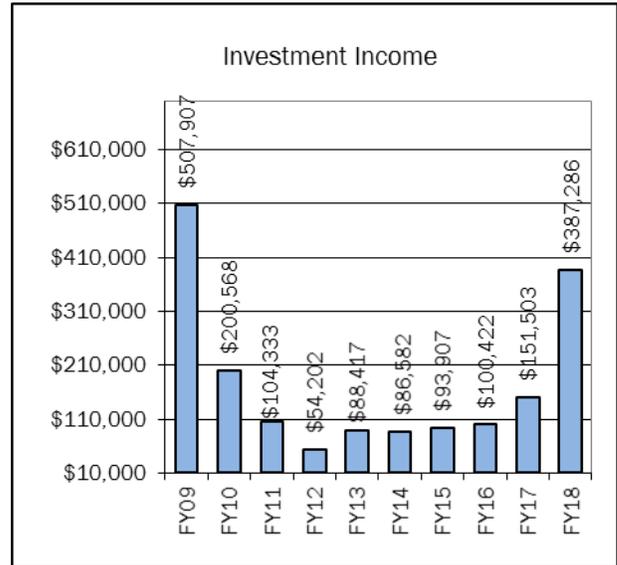
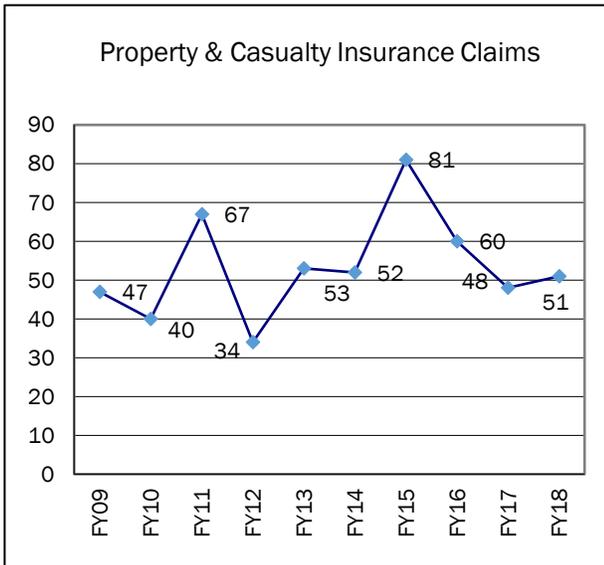
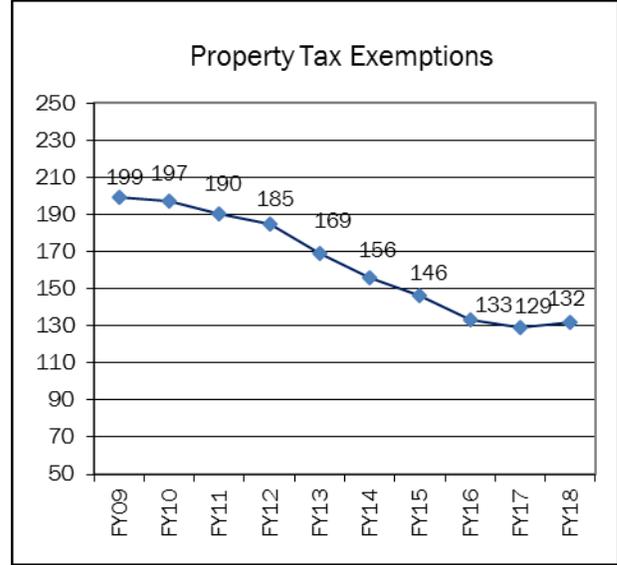
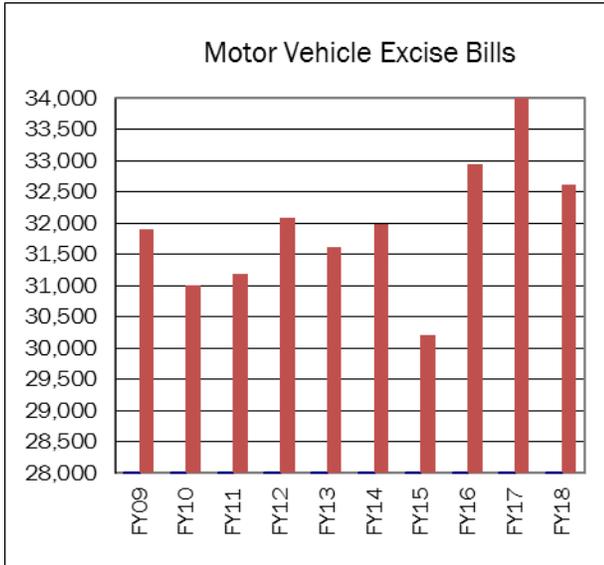
- To continue to provide courteous and prompt service to all of our taxpayers & ratepayers, including account reconciliations.
- Reconcile all receivable accounts in a timely manner.
- Assist in the implementation of the "Paperless" purchase order system.
- Provide additional information on Town's website to increase online presence and payments.
- Continued concentrated effort to collect and reduce delinquent tax title accounts.
- Continue to improve the implemented Cash Management Plan.
- Oversee that all current short term investments maximize investment income while meeting the requirements of our Investment Policy, and that cash flow is sufficient to meet the Town's needs.

CENTRAL PURCHASING

- To continue to guide departments, Town and School, in purchasing items under M.G.L.
- To encourage all departments to utilize the Commonwealth of Massachusetts State bid list, as well as other cooperative contracts, whenever it is beneficial to do so.
- To continue to streamline the purchasing process to alleviate the burden on the individual departments.
- To assist and support all departments in preparing their bids and request for proposals.
- To utilize the Town website and www.commbuys.com for posting of current bid and requests for proposal information and notices.
- To continue to initiate new forms and procedures to make it easier for departments to comply with the MGL purchasing requirements.
- Develop a comprehensive handbook which will outline all procurement laws and policies
- To continue to inform and explain any new or changed procurement requirements and regulations to both Town and School Departments.
- To continue to initiate or join new cooperative bids with other municipalities and organizations.
- To continue to explore areas of the Town's buying practices to see if any potential bid/RFP opportunities exist which would either save money or generate revenue through a formal competitive solicitation.

FINANCE AND BUDGET

FINANCE PERFORMANCE STATISTICS



FINANCE AND BUDGET

	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>REQ</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>
DEPARTMENT OF FINANCE						
<u>FINANCE ADMINISTRATION</u>						
M-3	1.0	1.0	1.0	1.0	1.0	132,634
		1.0				0
IE-16	1.0	1.0	1.0	1.0	1.0	66,043
						16,203
	2.0	3.0	3.0	3.0	3.0	299,880
<u>COLLECTOR/TREASURER</u>						
IE-28	1.0	1.0	1.0	1.0	1.0	116,280
IE-22	1.0	1.0	1.0	1.0	1.0	84,355
IE-16		1.0	1.0	1.0	1.0	53,935
IE-16				1.0	1.0	66,940
IE-14	3.0	2.0	2.0	1.0	1.0	48,579
	5.0	5.0	5.0	5.0	5.0	370,089
<u>ASSESSING</u>						
IE-28	1.0	1.0	1.0	1.0	1.0	111,184
IE-24	1.0	1.0	1.0	1.0	1.0	82,380
IE-18	1.0	1.0	1.0	1.0	1.0	72,941
IE-14	1.0	1.0	1.0	1.0	1.0	51,177
IE-14	1.0	1.0	1.0	1.0	1.0	63,561
	5.0	5.0	5.0	5.0	5.0	381,243
<u>CENTRAL PURCHASING</u>						
IE-26	0.6	0.6	0.6	0.6	0.6	46,941
IE-18	1.0	1.0	1.0	1.0	1.0	71,645
	1.6	1.6	1.6	1.6	1.6	118,586
<u>TOWN ACCOUNTANT</u>						
	1.0	1.0	1.0	1.0	1.0	100,470
IE-24	1.0	1.0	1.0	1.0	1.0	84,898
IE-20	1.0	1.0	1.0	1.0	1.0	75,447
IE-16	1.0	1.0	1.0	1.0	1.0	68,668
IE-16	1.0	1.0				
IE-12	1.0		0.5	0.5	0.5	25,548
	6.0	5.0	4.5	4.5	4.5	355,031
FINANCE TOTAL	19.6	19.6	19.1	19.1	19.1	1,524,829
* - Charged 60% Town/40% School						

FINANCE AND BUDGET

FINANCE ADMINISTRATION GENERAL GOVERNMENT		FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 DEPT REQ	FY2020 TOWN MGR
011331	FINANCE ADMIN SALARIES					
5110	REG WAGES	224,714	277,332	287,380	299,880	299,880
5120	OVERTIME	5,796	13,647	5,000	7,000	7,000
5130	PART-TIME	3,840	2,700	-	-	-
5140	SEASONAL	-	-	-	-	-
5187	RETRO WAGES	4,065	2,788	-	-	-
	SUBTOTAL	238,415	296,467	292,380	306,880	306,880
011332	FINANCE ADMIN EXPENSES					
5231	TRANSPORTATION ALLOWANCE	-	-	-	-	-
5255	SOFTWARE SUPPORT	88,858	94,100	105,000	112,000	112,000
5295	OTHER SERVICES	550	564	-	550	550
5310	OFFICE SUP	130	-	675	500	500
5394	SUPPLIES/BOOKS	40	81	55	60	60
5710	TRAVEL	331	3,155	2,500	3,500	3,500
5715	PROFESSIONAL DEVELOPMENT	2,100	3,115	4,000	4,000	4,000
5730	DUES/SUBSCRIPTIONS	1,058	668	1,000	1,000	1,000
	SUBTOTAL	93,067	101,683	113,230	121,610	121,610
	TOTAL FINANCE ADMINISTRATION	331,482	398,150	405,610	428,490	428,490

TOWN ACCOUNTANT GENERAL GOVERNMENT		FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 DEPT REQ	FY2020 TOWN MGR
011351	TOWN ACCOUNTANT SALARIES					
5110	REG WAGES	332,718	359,200	352,635	329,484	329,484
5120	OVERTIME	3,653	1,512	1,000	1,500	1,500
5130	PART TIME	7,921	-	-	25,547	25,547
5187	RETRO WAGES	5,355	-	-	-	-
	SUBTOTAL	349,647	360,712	353,635	356,531	356,531
011352	TOWN ACCOUNTANT EXPENSES					
5270	PRINTING	-	310	1,400	1,400	1,400
5295	OTHR SVCS	56,354	62,225	70,000	70,000	70,000
5310	OFFICE SUP	3,319	2,886	4,000	4,000	4,000
5504	TECHNOLOGY	-	-	1,700	-	-
5710	TRAVEL	923	2,302	2,000	2,500	2,500
5715	PROFESSIONAL DEVELOPMENT	2,105	1,991	4,500	4,500	4,500
5730	DUES/SUBSCRIPTIONS	508	536	1,000	1,000	1,000
	SUBTOTAL	63,209	70,250	84,600	83,400	83,400
	TOTAL TOWN ACCOUNTANT	412,856	430,962	438,235	439,931	439,931

FINANCE AND BUDGET

CENTRAL PURCHASING GENERAL GOVERNMENT			FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 DEPT REQ	FY2020 TOWN MGR
011381	CENTRAL PURCHASING SALARIES						
	5110	REG WAGES	116,824	109,823	126,757	118,586	118,586
	5130	OVERTIME	-	2,772	-	-	-
	5187	RETRO WAGES	2,194	3,081	-	-	-
	SUBTOTAL		119,018	115,676	126,757	118,586	118,586
011382	CENTRAL PURCHASING EXPENSES						
	5250	ADVRTSNG	5,359	4,674	8,000	8,000	8,000
	5270	PRINTING	-	206	700	700	700
	5295	OTHR SVCS	(138)	256	1,250	1,000	1,000
	5310	OFFICE SUPPLIES	245	222	500	600	600
	5710	TRAVEL	1,444	518	1,000	1,000	1,000
	5715	PROFESSIONAL DEVELOPMENT	3,356	400	1,300	1,500	1,300
	5730	DUES/SUBSCRIPTIONS	865	927	1,200	1,200	1,200
	SUBTOTAL		11,131	7,203	13,950	14,000	13,800
	TOTAL CENTRAL PURCHASING		130,149	122,879	140,707	132,586	132,386

ASSESSING GENERAL GOVERNMENT			FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 DEPT REQ	FY2020 TOWN MGR
011411	ASSESSING SALARIES						
	5110	REG WAGES	364,280	367,776	380,121	381,243	381,243
	5187	RETRO WAGES	6,784	-	-	-	-
	SUBTOTAL		371,064	367,776	380,121	381,243	381,243
011412	ASSESSING EXPENSES						
	5231	TRNS ALLOW	4,200	3,850	4,200	4,200	4,200
	5270	PRINTING	278	115	2,000	2,000	2,000
	5282	REP-OFF EQ	300	300	1,000	1,000	1,000
	5295	OTHR SVCS	12,900	13,450	15,000	16,000	15,000
	5310	OFFICE SUP	1,789	1,932	3,000	3,000	3,000
	5710	TRAVEL	195	285	1,500	1,500	1,500
	5715	PROFESSIONAL DEVELOPMENT	-	449	-	-	-
	5730	DUES/SUBSCRIPTIONS	893	1,284	2,000	2,000	2,000
	SUBTOTAL		20,555	21,665	28,700	29,700	28,700
	TOTAL ASSESSING		391,619	389,441	408,821	410,943	409,943

FINANCE AND BUDGET

COLLECTOR/TREASURER		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011451	COLLECTOR/TREASURER SALARIES					
5110	REG WAGES	387,806	400,022	368,443	370,089	370,089
5120	OVERTIME	233	607	500	500	500
5130	PART TIME	1,949	13,665	4,000	4,000	4,000
5187	RETRO WAGES	6,962	-	-	-	-
	SUBTOTAL	396,950	414,294	372,943	374,589	374,589
011452	COLLECTOR/TREASURER EXPENSES					
5250	ADVERTISING	-	-	1,450	1,450	1,450
5270	PRINTING	15,713	10,220	17,500	17,500	17,500
5282	REP-OFF EQ	-	-	2,000	2,000	2,000
5295	OTHR SVCS	29,968	36,880	42,000	42,000	42,000
5310	OFFICE SUP	3,468	4,082	5,000	5,000	5,000
5395	OTH COMM	1,350	2,300	2,000	2,000	2,000
5420	OFFICE EQUIPMENT	833	833	-	-	-
5504	TECHNOLOGY	-	-	-	3,000	-
5710	TRAVEL	1,283	1,364	1,450	3,950	2,500
5715	PROFESSIONAL DEVELOPMENT	-	-	-	1,000	-
5730	DUES/SUBSCRIPTIONS	630	880	850	850	850
5799	OFFICE FURNITURE	-	906	7,500	-	-
	SUBTOTAL	53,245	57,465	79,750	78,750	73,300
	TOTAL COLLECTOR/TREASURER	450,195	471,759	452,693	453,339	447,889

CENTRAL SERVICES		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011592	CENTRAL SERVICES EXPENSES					
5225	POSTAGE	72,707	74,920	90,000	93,000	90,000
5270	PRINTING	20	-	350	200	200
5282	REP-OFF EQ	-	-	200	200	200
5291	RENT EQUIP	23,256	19,176	15,500	16,500	16,500
5295	OTHR SVCS	836	302	1,000	1,000	1,000
5310	OFFICE SUP	926	1,349	450	900	900
5420	OFF EQUIP	490	477	300	500	500
	SUBTOTAL	98,235	96,224	107,800	112,300	109,300
	TOTAL CENTRAL SERVICES	98,235	96,224	107,800	112,300	109,300

OTHER GENERAL GOVERNMENT BUDGETS

Town Counsel

This account provides legal services including general legal counsel, labor counsel, special counsel, and litigation for the Town.

TOWN COUNSEL		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011512	TOWN COUNSEL EXPENSES					
	5295 OTHR SVCS	442,378	488,848	420,000	420,000	350,000
	5310 OFFICE SUP	-	-	-	-	-
	SUBTOTAL	<u>442,378</u>	<u>488,848</u>	<u>420,000</u>	<u>420,000</u>	<u>350,000</u>
	TOTAL TOWN COUNSEL	442,378	488,848	420,000	420,000	350,000

Damages to Persons/Property

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

DAMAGES TO PERSONS & PROPERTY		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019002	DAMAGES PERS/PROP EXPENSES					
	5702 DAMAGE TO PROPERTY	-	524	2,000	2,000	2,000
	SUBTOTAL	<u>-</u>	<u>524</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
	TOTAL DAMAGES TO PERS/PROPERTY	-	524	2,000	2,000	2,000

OTHER GENERAL GOVERNMENT BUDGETS

Employee Benefits

The Employee Benefits account is the appropriation for the town share of life insurance and Medicare payroll tax for town employees. Also included are funds for tuition reimbursement for approved educational courses and administrative fees for the Town's employee flexible spending plan. This year we are beginning to include with the budget payments for accumulated leave due when employees retire.

EMPLOYEE BENEFITS		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019101	EMPLOYEE BENEFITS EXPENSES					
	5143 ACCUM BENEFITS	531,929	576,383	450,000	500,000	450,000
	SUBTOTAL	531,929	576,383	450,000	500,000	450,000
019102	EMPLOYEE BENEFITS EXPENSES					
	5204 EMPLOYEE MILITARY SERVICE	-	20,960	-	-	-
	5207 LIFE INSURANCE	10,035	9,721	12,000	12,000	12,000
	5208 EMPLOYEE ASSISTANCE	29,530	41,062	40,000	40,000	40,000
	5740 MEDICARE	421,116	461,688	455,000	480,000	470,834
	SUBTOTAL	460,681	533,431	507,000	532,000	522,834
	TOTAL EMPLOYEE BENEFITS	992,610	1,109,814	957,000	1,032,000	972,834

Commission on Disability

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

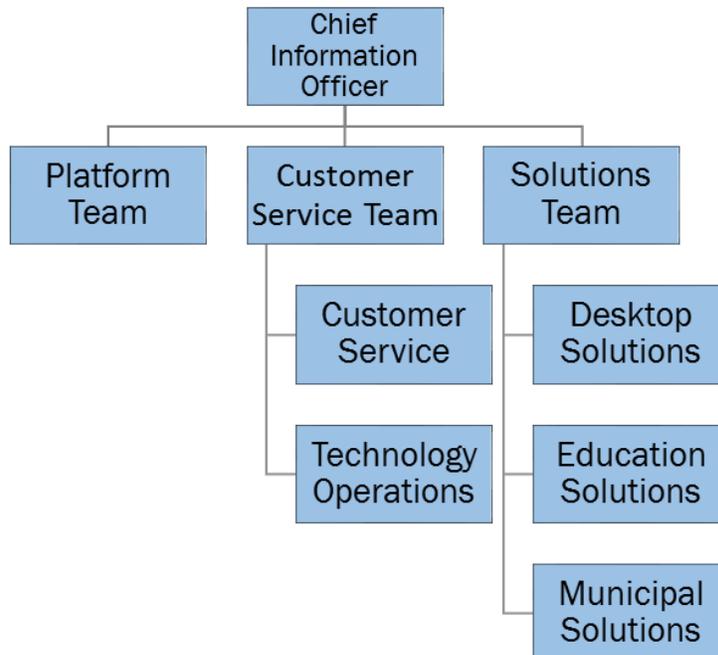
COMMISSION FOR DISABILITIES		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011241	COMM FOR DISABILITY SALARIES					
	5130 PART TIME	1,200	1,350	1,200	1,200	1,200
	SUBTOTAL	1,200	1,350	1,200	1,200	1,200
011242	COMM FOR DISABILITY EXPENSES					
	5295 OTHR SVCS	6,881	5,678	5,000	5,000	5,000
	5310 OFFICE SUP	1,365	-	800	800	800
	5710 TRAVEL	-	75	-	-	-
	SUBTOTAL	8,246	5,753	5,800	5,800	5,800

Information Technology



Mission Statement

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



INFORMATION TECHNOLOGY

Department Description

Platform Team - Responsible for architecting and deploying all of the Town's hardware, software and networking platforms including: servers, storage, network hardware, wireless, unified communications, fiber infrastructure, security, backup, disaster recovery, email, archiving and user account management. They manage our two redundant data centers and 40+ building based facilities.

Customer Service and Operations Team – Handles the deployment and on-going maintenance of all end user devices as well as the daily support and maintenance of core platform systems. Currently the combined staff and student fleet represents in excess of 10,000 desktops, laptops, tablets, interactive projectors and printers. The team is responsible for setting up desktop PCs as well as other peripheral hardware and devices; software installations; tracking, prioritizing, and resolving user support calls; and providing a resource pool when needed to support increased workload demands and department specific projects.

Solutions Team – Provide technology planning, project management and database services for the domain specific applications that support the Town's core departments. Currently, this division provides on-going support for education, financial systems, GIS, library and public safety; as well as a myriad of software programs and other digital technologies that are integral to the operations of other Town departments and the Andover Public Schools. They are responsible for the operational, on-going aspects of application software and for understanding the specific business functions of the departments they support. This team will also be called upon to deliver services in areas such as: enhancing our current websites, increasing the availability of eGov services, creating standardized performance management systems, development of internal data warehouses, increasing the efficacy of digital learning in our classrooms, introducing content management and knowledge management initiatives.

FY 2020 Objectives

- Complete deployment of Public Safety wireless and VoIP
- Improve redundancy in town fiber infrastructure to provide more resilient operation
- Complete launch of Municipal Services Building
- Complete design of expanded Center at Punchard
- Complete upgrade of Active Directory environment
- Complete integration of on-premise, Google and O365 mail environments
- Implement streaming video server and video over IP technology
- Select Document Management platform and launch a pilot
- Complete roll out of emergency notification system across all town and school populations
- Integrate Town and School Solutions teams
- Complete unified internal GIS architecture to map town assets
- Deploy classroom management software
- Improve collaboration experience in Town and School conference rooms and work rooms
- Deploy more visible project management planning system
- Create a plan to greatly increase Town's utilization of digitization and reduce paper volume. Begin work on "Managed Print"
- Complete Cyber Security audit
- Launch Customer Service Pilot
- Begin work on Performance Management dashboards
- Consolidate data centers
- Develop initial internal performance management tools including dashboards and scorecards.
- Continue the development of the Town's next generation eGov web portal to improve citizen access and transparency
- Deploy new town intranet
- Improve public meeting rooms and internal conference rooms to increase collaboration and remote access
- Continue transition from analog to digital for all building management systems and create more unified monitoring and management
- Create a town-wide strategic IT planning process in conjunction with all departments. Consult with department heads, school administrators, and IT staff on a regular basis to identify, address and plan for

INFORMATION TECHNOLOGY

- department and program specific technology needs
- Introduce IT project management practices to existing and future software application implementations.
Deploy IT project management dashboards

	<u>FTE</u>	<u>FTE</u>	<u>FTE</u>	<u>REQ</u>	<u>TMREC</u>	<u>TMREC</u>
	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2020</u>	<u>FY2020</u>
INFORMATION TECHNOLOGY						
M-3 Chief Information Officer (CIO)	1.0	1.0	1.0	1.0	1.0	132,634
IE-28 Enterprise Application Architect	1.0	1.0	1.0	1.0	1.0	110,293
IE-28 Enterprise Platform Architect	1.0	1.0	1.0	1.0	1.0	116,534
IE-26 Business Solutions Team Leader	1.0	1.0	1.0	1.0	1.0	95,066
IE-26 Network Administrator	1.0	1.0	1.0	1.0	1.0	86,711
IE-26 Public Safety Network Administrator	1.0	1.0	1.0	1.0	1.0	100,924
IE-28 Customer Service Manager	1.0	1.0	1.0	1.0	1.0	95,367
IE-24 Geographic Information Systems Coordinator *	1.0	1.0	1.0	1.0	1.0	49,502
IE-22 Tech Specialist II	1.0	4.0	4.0	3.0	3.0	232,116
IE-22 Application Specialist - Finance	1.6	1.6	1.6	1.0	1.0	86,518
IE-18 Tech Specialist I	4.0	2.7	2.7	3.7	3.7	253,435
IE-18 Asset Coordinator	1.0	1.0	1.0	1.0	1.0	71,646
AP14 HRIS Specialist				1.0	1.0	95,968
AP13 Software Specialist				1.7	1.7	144,512
AP09 Software Specialist				1.0	1.0	72,910
IE-18 Administrative Assistant	1.0	1.0				
IE-18 Office Coordinator			1.0	1.0	1.0	67,014
IE-26 Senior Application Specialist	0.5			0.5	0.5	49,820
Unclassified						16,205
	17.1	18.3	18.3	21.9	21.9	1,877,175
* - Salary allocated .6 to Gen. Fund, .2 to Water Fund, and .2 to Sewer Fund						

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011551	INFORMATION TECHNOLOGY SALARIES					
5110	REG WAGES	1,095,592	1,100,098	1,381,253	1,636,328	1,722,846
5120	OVERTIME	2,124	2,598	17,796	17,450	17,450
5130	PART-TIME	224,868	251,579	187,790	292,494	153,939
5140	SEASONAL	15,373	23,389	12,883	23,400	13,400
5187	RETRO WAGES	24,557	2,650	-	-	-
	SUBTOTAL	1,362,514	1,380,314	1,599,722	1,969,672	1,907,635
011552	INFORMATION TECHNOLOGY EXPENSES					
5220	TELEPHONE	1,830	2,340	-	-	-
5260	TECH/INFRASTRUCTURE	380,021	262,268	-	-	-
5261	PERSONAL PRODUCTIVITY	-	28	-	-	-
5262	APPLICATIONS	35,594	38,990	-	-	-
5263	IMAGING	36	805	3,500	3,500	3,500
5264	MOBILE	-	-	5,000	5,000	5,000
5265	TELECOM	88,903	93,481	89,800	97,700	97,700
5268	PROFESSIONAL SERVICES	30	-	10,000	10,000	10,000
5284	REPAIRS/COMPUTER EQ	202	4,701	-	-	-
5295	OTHR SVCS	526	1,023	-	-	-
5310	OFFICE SUP	6,423	4,734	4,880	4,880	4,880
5355	AUTOMOTIVE FUEL	363	495	1,200	1,200	700
5391	SUPPLIES/DATA PROC	12,500	1,239	3,500	3,500	3,500
5420	OFFICE EQUIPMENT	6,127	1,608	2,000	2,000	2,000
5430	OTHER EQUIPMENT	602	6,704	-	-	-
5504	TECHNOLOGY	-	-	292,900	297,750	297,750
5700	UNCLASSIFIED	239	-	-	-	-
5709	TRAVEL-OPERATIONAL	3,505	3,174	3,600	3,600	3,600
5710	TRAVEL	488	-	2,400	2,400	2,400
5715	PROFESSIONAL DEV	9,945	10,197	27,000	27,000	27,000
5730	DUES/SUBSCRIPTIONS	-	688	1,000	1,000	1,000
	SUBTOTAL	547,334	432,475	446,780	459,530	459,030
	TOTAL INFORMATION TECHNOLOGY	1,909,848	1,812,789	2,046,502	2,429,202	2,366,665

COMMUNITY DEVELOPMENT & PLANNING



Mission Statements

PLANNING & ECONOMIC DEVELOPMENT DIVISION

To ensure the orderly growth and development of the Town through sound planning practices and through implementation of recommendations of the Master Plan.

BUILDING DIVISION

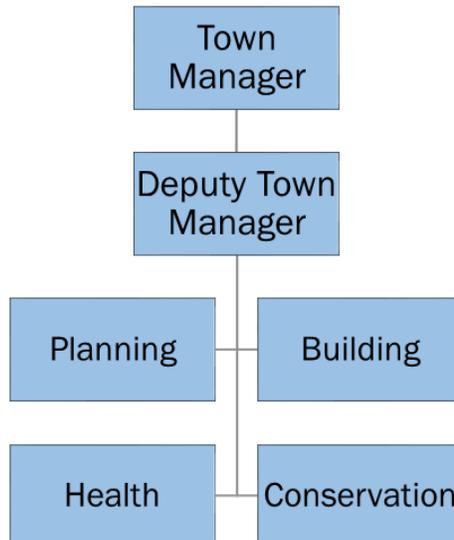
To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.

HEALTH DIVISION

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

CONSERVATION DIVISION

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



COMMUNITY DEVELOPMENT AND PLANNING

Department Description

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

The **Building Division** is charged with the enforcement and interpretation of the Commonwealth of Massachusetts State Building Code 780 CMR; the Architectural Access Regulations, 521 CMR; Article VIII of the Town General By-Laws (Andover Zoning By-Law), and Chapter 40A of Massachusetts General Laws (The Zoning Act). The Division also enforces Article 33, Andover Code of By-Laws (Demolition of Historically Significant Buildings and Structures), and Article 36, Andover Code of By-Laws (Ballardvale Historic District By-Law). The Division enforces the conditions placed on the Zoning Board of Appeals' special permits and variances. The Division issues all building permits for all construction regulated by the State Building Code and performs all required inspections. The Building Division interacts with Andover Fire Rescue to ensure life safety. Included within the Building Division are the offices of the Electrical and Plumbing & Gas Inspectors. The Zoning Board of Appeals consists of five regular members and four alternate members appointed by the Board of Selectmen for three-year terms. The Board holds monthly hearings on requests for special permits, variances and appeals from applicants aggrieved by decisions made by the Inspector of Buildings. The Building Division also supports the Andover Preservation Commission, Ballardvale Historic District Commission and Design Review Board which are all appointed by the Town Manager. The Building Division will also be involved in the enforcement of the Stormwater Management and Erosion Control Regulations and Excavation and Trench Safety Regulations, 520 CMR 14.00.

The **Conservation Division** is responsible for protection of Andover's rivers, lakes and wetlands, and provides staff support to the Andover Conservation Commission. The Commission's principal duties include administration and enforcement of the Massachusetts Wetlands Protection Act, Rivers Protection Act and the Andover Wetlands Protection Bylaw (regulation of residential, industrial and commercial development activity in or near flood plains, water bodies, and wetland areas). The Commission is also responsible for the acquisition and management of Town-owned Conservation Land, comprising over two thousand acres of public open space. The Commission manages the volunteer Conservation Overseers and Conservation based Eagle Scout Projects; the periodic completion of Andover's Open Space and Recreation Plan; and serves as liaison with other official and informal organizations concerned with conservation and open space preservation. The Conservation Commission consists of seven volunteer members who are appointed by the Town Manager for staggered three-year terms.

The **Health Division** is responsible for addressing all public health threats in the community and for promoting good health practices among its citizens. To accomplish this, the Health Division addresses issues through Environmental and Community Health Programs. The Environmental Health Program includes the administration and enforcement of the State Sanitary and Environmental Codes, which covers a myriad of projects, including wastewater disposal, food safety, recreational camps for children, and public and semi-public swimming pools. The Community Health Program encompasses all clinical and medical administration, including Communicable Disease review, immunizations, and public health clinics. The Andover Health Division hosts two regional public health programs: The Greater River Valley Medical Reserve Corps, and the Healthy Communities Tobacco Control Program. The staff, under the direction of the Director of Public Health, designs programs and implements policies as proposed by the Andover Board of Health to meet the health needs of the community. The Board of Health consists of three volunteer members appointed by the Town Manager for staggered three-year terms.

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 in Andover, 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. The division provides professional technical support to the Planning Board, the Zoning Board of Appeals, the Town Manager and the Board of Selectmen, as well as a number of special committees and working groups such as the Economic Development Council, Historic Mill District Task Force, Permanent Town Building Advisory Committee, Housing Partnership Committee, Housing Trust Fund Board of Trustees, Parking Implementation Committee, and the Andover Green Advisory Board. The professional staff of the Planning Division represents the Town on the Merrimack Valley Planning Commission, the Merrimack Valley Regional Transit Authority,

COMMUNITY DEVELOPMENT AND PLANNING

the Merrimack Valley Transportation Management Association, and the Junction Transportation Management Organization. The Planning Division staff assists Town Counsel in matters involving litigation against the Planning Board. The Planning Board consists of six volunteer members appointed by the Town Manager to five-year terms.

FY2020 Objectives

BUILDING

- Continue to develop standard operating procedures for applications to streamline permitting processes
- Establish an electronic platform for access to the new 9th edition of 780 CMR (Massachusetts State Building Code)
- Continually review and update the Town website pertaining to the Building Division.
- Continue the yearly State mandated “Certificate of Inspection” inspections in accordance with the Massachusetts State Building Code, 780 CMR, Article 1, Table 110.
- Provide administrative personnel with additional training opportunities including Permit Technician certification
- Provide training to new ZBA, DRB, APC, & BVHDC members
- Produce “how to videos” for dissemination to customers

CONSERVATION

- Acquire additional public land for conservation purposes by gift, purchase, and voluntary Conservation Restrictions & Easements.
- Oversee regulatory aspects of the removal of the Balmoral dam to restore the Shawsheen River.
- Update conservation land records and develop long-term management objectives for the principal reservations; and implement land management and forestry directives through the State Foresters, Conservation Overseers and volunteers. Identify and remove encroachments on Conservation property.
- Update our wetland boundary data base, and increase conservation information available online.
- Oversee environmental aspects of large scale MassHighway and DPW infrastructure improvements including the I-93 interchange and town roadways and bridges and the future town yard.
- Provide support for the Andover Community Garden and Handicap accessible trails.
- Update our open space and recreation plan.
- Improve signage, trail markings and kiosks in partnership with local scout organizations and other volunteers.
- Work as a cooperative effort to construct active and passive recreation areas for town citizens.
- Enhance Conservation properties for bird watching, camping and hiking along the Merrimack and Shawsheen Rivers by sponsoring cleanup efforts, rebuilding a bridge, and the construction of new campsites.

HEALTH

- Implement the new Food Code through educational initiatives involving food service establishments.
- Continue implementation and enforcement of the Thin Film Plastic Bag & Polystyrene Ban bylaws approved by the 2018 Annual Town Meeting
- Develop a risk-based inspection program for food service establishments to be implemented in calendar Year 2020.
- Convert the current permitting system to an enhanced version with the rest of CD&P.
- Expand adult immunization opportunities using the ability to obtain insurance reimbursements.
- Review the Community Health Assessment to be completed in FY 2019 and develop a work plan to address any opportunities identified.

PLANNING & ECONOMIC DEVELOPMENT

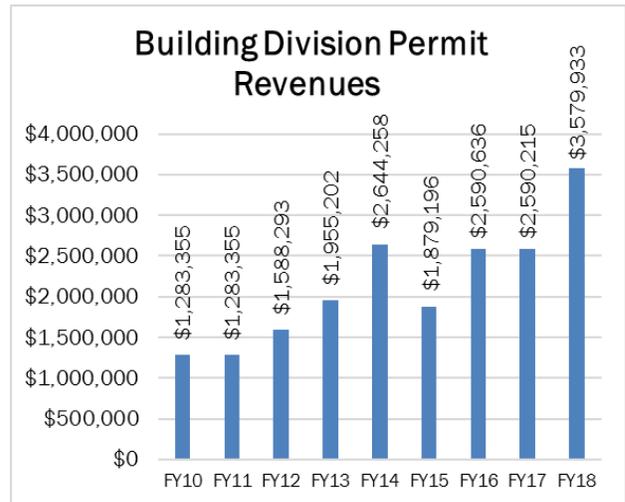
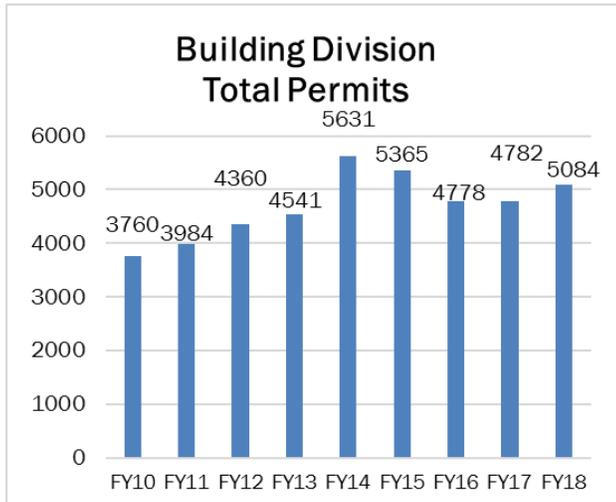
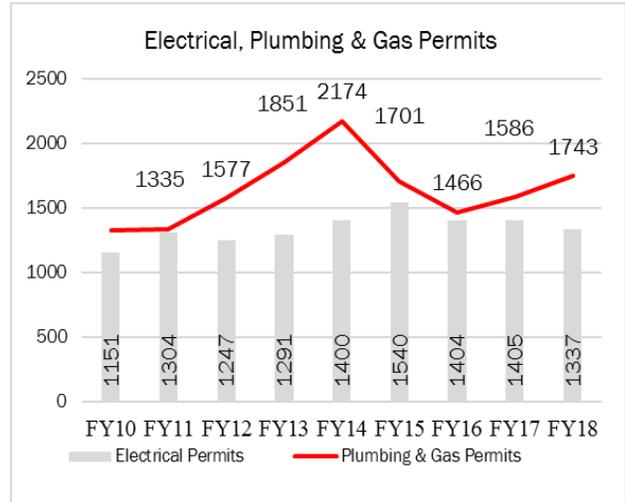
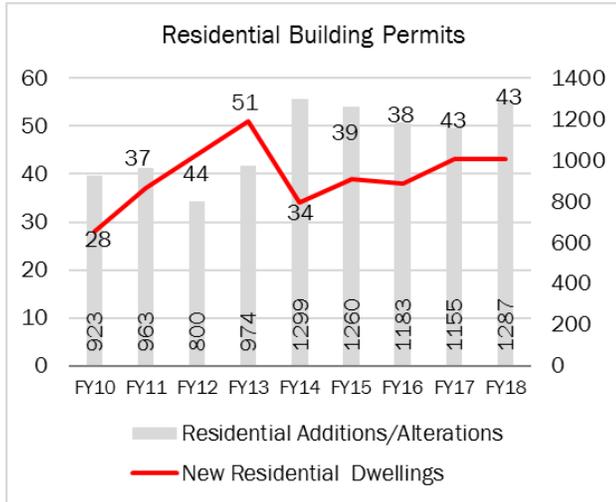
- Develop community responsive plan for disposition of the Municipal Land off Lewis Street

COMMUNITY DEVELOPMENT AND PLANNING

- Oversee the implementation of a Parking Management Assessment and Plan, with the objective of maximizing efficiency of parking, improve customer experience and expand opportunities for additional downtown growth.
- Oversee coordination of the Downtown Amenity Project – Winter/Spring 2019
- Oversee the development of the Town’s Municipal Vulnerability Preparedness (MVP) Plan 2019
- Provide information via the Town’s website, including project development information and Planning Board decisions.
- Continue to provide professional education training to staff and Planning Board members.
- Oversee implementation of the Historic Mill District:
 - Circulation and Street Design Study
 - Placemaking Master Plan
 - Water & Sewer Master Plan
 - Environmental Assessment of existing Town Yard
 - Development of Community Responsive RFP for disposition of Lewis Street property
 - Develop strategic plan for Municipal Land Offering off Lewis Street
- Oversee the implementation of a Parking Management Assessment and Plan, with the objective of maximizing efficiency of parking, improve customer experience and expand opportunities for additional downtown growth.
- Collaborate with Department of Community Services on Park, Playstead and Municipal Complex Master Plan
- Collaborate with Town Manager on Andover Town Offices Study
- Town Meeting Preparation 2019 – Examine feasibility of amending the following:
 - Solar Bylaw
 - Noise Bylaw
 - Sign Bylaw Amendments
 - HMD – Prepare Articles to facilitate disposition of municipal land and abandoned portions of Lewis Street
- Oversee coordination of the Downtown Amenity Project – Winter/Spring 2019
- Oversee the development of the Town’s Municipal Vulnerability Preparedness (MVP) Plan
- Update Subdivision Rules & Regulations
- Oversee \$6 million dollar Dascomb Road MassWorks Grant
- Monitor and implement the 2012 Andover Master Plan. Please visit <http://andoverma.gov/173/Planning->
- Provide more information via the Town’s website, and improve upon its layout and organization.
- Participate in Social Media Working Group
- Continue to provide professional education training to staff and Planning Board members.

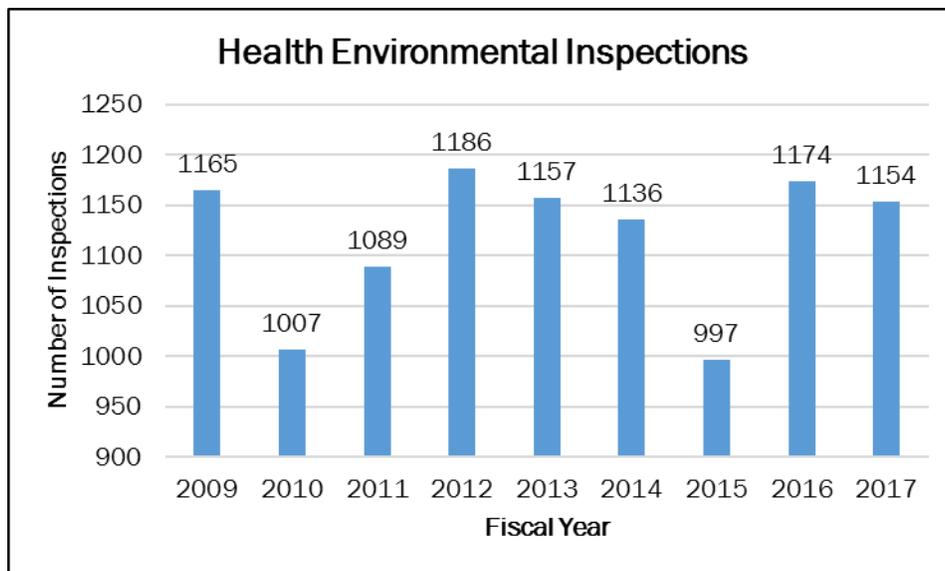
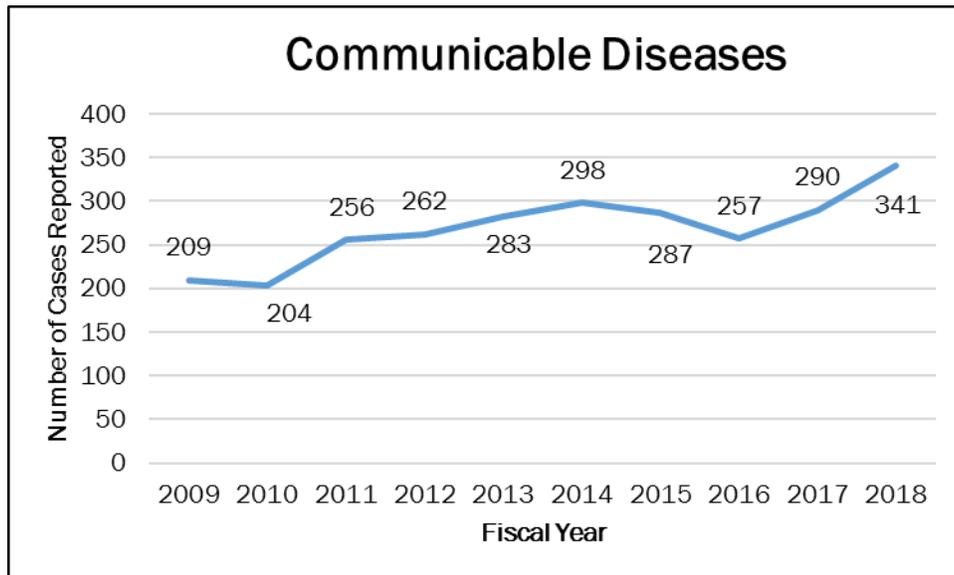
COMMUNITY DEVELOPMENT AND PLANNING

BUILDING DIVISION PERFORMANCE STATISTICS



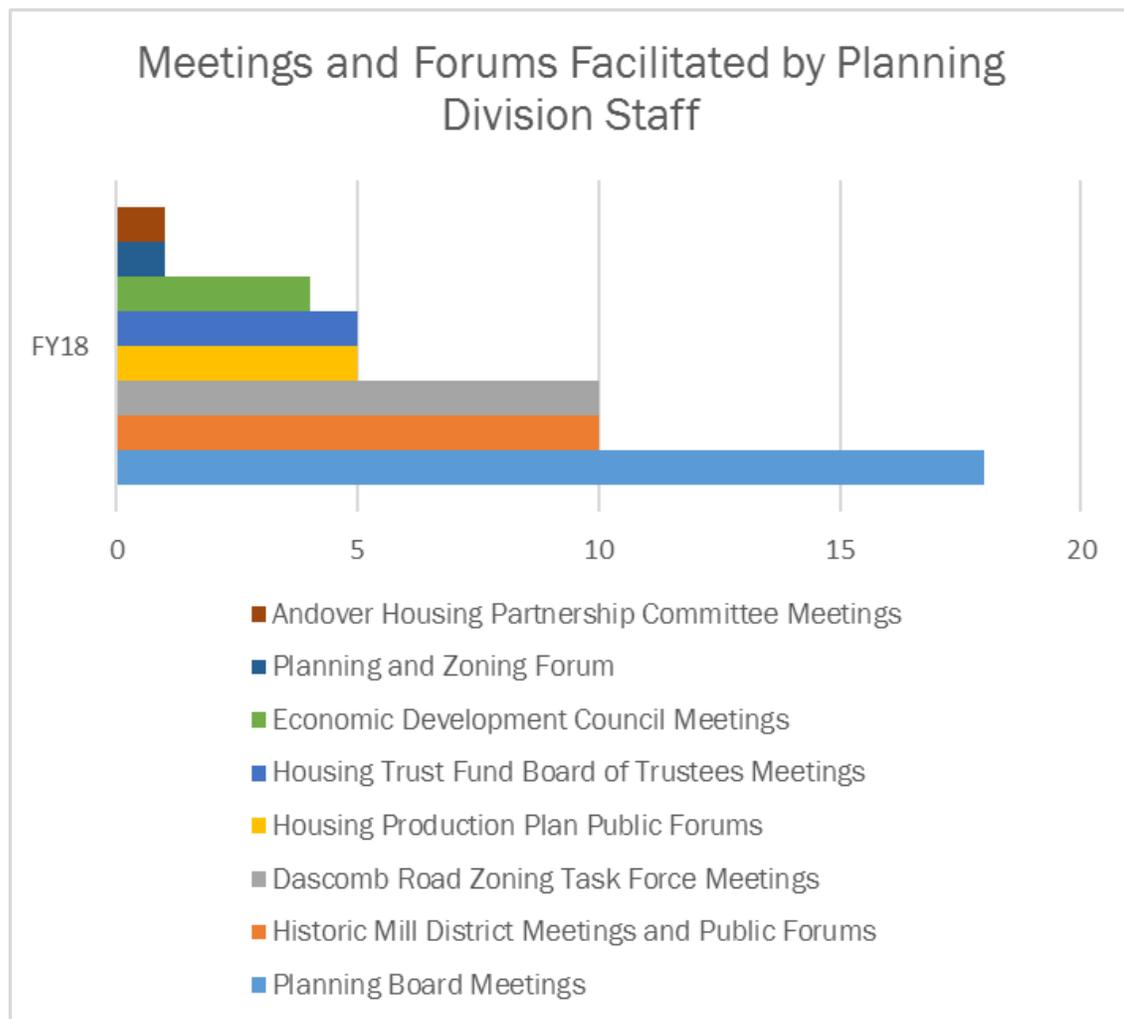
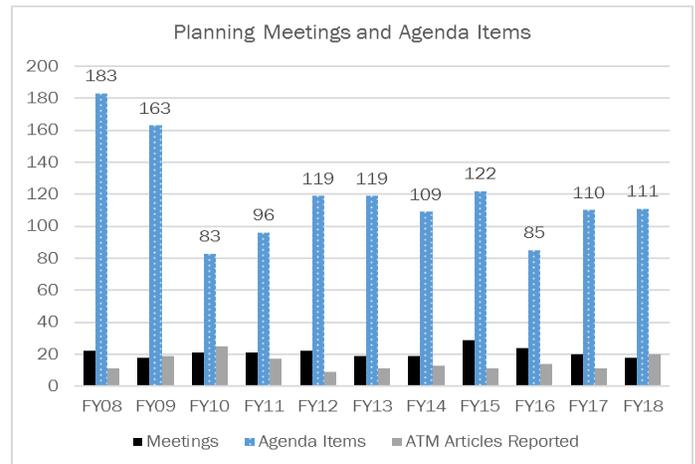
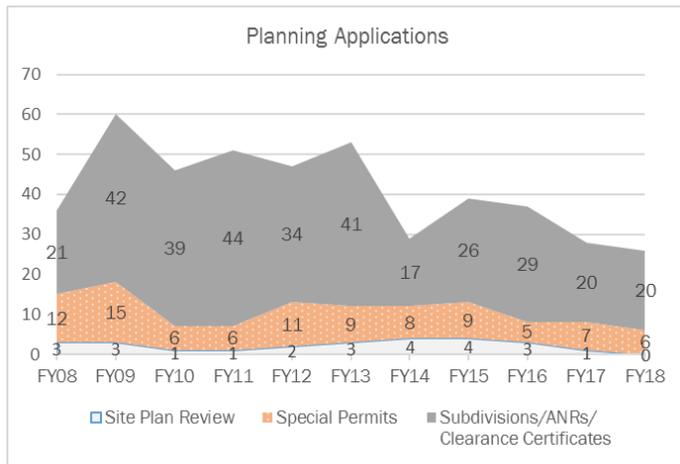
COMMUNITY DEVELOPMENT AND PLANNING

HEALTH DIVISION PERFORMANCE STATISTICS



COMMUNITY DEVELOPMENT AND PLANNING

PLANNING DIVISION PERFORMANCE STATISTICS



COMMUNITY DEVELOPMENT AND PLANNING

	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>REQ</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>
COMMUNITY DEVELOPMENT AND PLANNING						
<u>ADMINISTRATION</u>						
IE-20 Office Administrator	1.0	1.0	1.0	1.0	1.0	77,958
IE-16 Permitting Technician		1.0	1.0	1.0	1.0	66,690
IE-14 Administrative Secretary	5.0	5.0	5.0	5.0	5.0	295,006
IE-10 Office Assistant I (FY17 Combine 2 PT to 1 FT)	1.0					
Meeting Recording/Substitute Secretaries						9,000
	7.0	7.0	7.0	7.0	7.0	448,654
<u>BUILDINGS</u>						
IE-28 Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	108,711
IE-22 Electrical Inspector	1.0	1.0	1.0	1.0	1.0	83,899
IE-22 Local Building Inspector	1.0	1.0	1.0	1.0	1.0	83,084
IE-22 Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	78,154
Alternate Inspectors						45,360
	4.0	4.0	4.0	4.0	4.0	399,208
<u>CONSERVATION</u>						
IE-26 Director of Conservation	1.0	1.0	1.0	1.0	1.0	97,908
IE-20 Conservation Agent	1.0	1.0	1.0	1.0	1.0	75,466
	2.0	2.0	2.0	2.0	2.0	173,374
<u>HEALTH</u>						
IE-28 Director of Health	1.0	1.0	1.0	1.0	1.0	108,184
IE-26 Assistant Director of Public Health	0.8	0.8	0.8	1.0	0.8	80,739
IE-24 Registered Nurse	0.6	0.6	0.6	0.6	0.6	63,160
IE-20 Health Inspector		0.5	0.5	1.0	1.0	63,499
IE-22 Sanitarian	0.3					
IE-22 Health Agent	1.0	1.0	1.0	1.0	1.0	86,519
	3.7	3.9	3.9	4.6	4.4	402,101
<u>PLANNING</u>						
I-28 Director of Planning	1.0	1.0	1.0	1.0	1.0	110,294
I-24 Senior Planner	1.0	1.0	1.0	1.0	1.0	90,703
I-22 Planner	1.0	1.0	1.0	1.0	1.0	83,491
	3.0	3.0	3.0	3.0	3.0	284,488
CD&P TOTAL	19.7	19.9	19.9	20.6	20.4	1,707,825

COMMUNITY DEVELOPMENT AND PLANNING

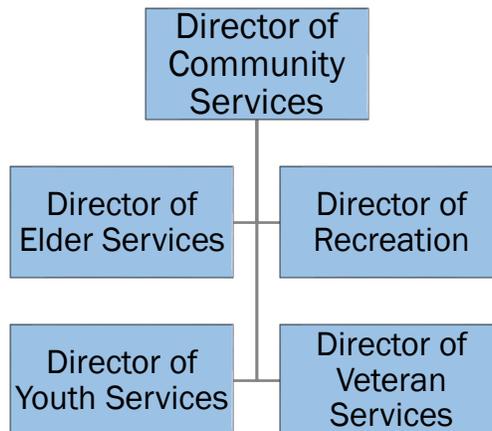
COMMUNITY DEVELOPMENT/PLANNING		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011801	COMMUNITY DEVELOPMENT SALARIES					
5110	REG WAGES	1,337,759	1,392,752	1,448,441	1,446,067	1,509,566
5120	OVERTIME	17,592	32,816	31,966	31,966	31,966
5130	PART TIME	189,371	239,796	221,811	289,231	198,259
5187	RETRO WAGES	28,144	-	-	-	-
	SUBTOTAL	1,572,866	1,665,364	1,702,218	1,767,264	1,739,791
011802	COMMUNITY DEVELOPMENT EXPENSES					
5220	TELEPHONE	6,347	6,449	7,000	7,000	7,000
5231	MONTHLY TRANSP	18,540	18,640	18,840	18,840	18,840
5250	ADVERTISING	821	739	1,250	1,250	1,250
5270	PRINTING	3,531	6,383	4,200	4,200	4,200
5271	CREDIT CARD FEES	3,735	2,602	2,600	2,000	2,000
5286	MAINT/REP LAND	1,863	517	2,000	2,000	2,000
5294	CLOTHING/BOOT ALLOWANCE	-	1,257	2,700	2,700	2,700
5295	OTHR SVCS	82,584	63,579	84,863	130,650	100,650
5310	OFFICE SUP	5,216	8,655	10,000	10,000	10,000
5322	VACCINATIONS/TESTING	1,464	797	1,000	1,500	1,500
5394	SUPPLIES/BOOKS	447	1,100	1,300	1,300	1,300
5420	OFFICE EQUIP	7,094	9,549	8,900	8,900	8,900
	CONSERVATION PROGRAMMING	-	-	-	6,000	2,000
5710	TRAVEL	21,261	21,354	24,850	24,850	24,850
5730	DUES/SUBSCRIPTIONS	15,708	13,449	15,903	16,500	16,500
5715	PROF DEV	7,993	15,233	22,300	22,300	22,300
	SUBTOTAL	176,604	170,303	207,706	259,990	225,990
011801	COMMUNITY DEVELOPMENT SALARIES					
5831	FROM RESERVE FUNDS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	SUBTOTAL	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	TOTAL COMMUNITY DEVELOPMENT	1,724,470	1,810,667	1,884,924	2,002,254	1,940,781

DEPARTMENT OF COMMUNITY SERVICES



Mission Statement

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



DEPARTMENT OF COMMUNITY SERVICES

Department Description

The Department of Community Services consists of the Divisions of Recreation, Youth Services, Elder Services and Veteran Services into one service oriented department.

Each of the four divisions service the community by offering programs, outreach and support services, and community wide special events. Each division also is responsible for managing various public facilities that enhance the quality of life for the entire Andover community. The Department of Community Services will continue to meet the ever changing needs of the residents of the Town of Andover.

FY2020 Objectives

- Oversee Divisions of Recreation, Youth Services, Elder Services and Veteran Services and assist each division in meeting their individual objectives.
- Continue to explore and implement division collaborations through shared programming, facilities and resources that will increase opportunities and services for residents in an effective and efficient manner.
- Continually supervise and monitor financial practices and procedures to ensure the programs and services offered by the Community Service Department are of the highest quality at the most efficient price for the residents of Andover.
- The Community Services Department would like to expand upon their outreach capabilities through meaningful interdepartmental and outside agency collaborations.
- Continue to evaluate current conditions of facilities and assets managed by the divisions and develop a long range master plan for maintenance and capital improvements.
- Provide the Town Manager, elected and appointed officials with the support necessary to assist them in accomplishing their Town wide goals and objectives.

DEPARTMENT OF COMMUNITY SERVICES

Division - ELDER SERVICES

The Division of Elder Services, under the direction of the Director of Community Services and the Director of Elder Services, provides services and activities designed specifically to meet the needs of Andover residents who are sixty and over. A wide variety of cultural, educational and recreational programs are available for those who are very active and independent, as well as services designed to help those who are more frail live as independently as possible in the community. Families whether they live near or far, can find the assistance they need to help plan and provide for their loved ones who reside in Andover. Volunteers of all ages are essential to the many programs and services offered both at the Senior Center and in all other Town Schools and Town Departments. Without our valuable volunteers we wouldn't be able to offer many of the services that are currently available. The Division is funded through a combination of Town budget, state and other grants, private donations and volunteers' time.

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

Elder Services Vision

To create an environment where age is a credential not a barrier.

Elder Services Mission Statement

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

FY2020 Objectives

Main Division Objectives

- Depending on the funding success for the renovations to the Senior Center, the Elder Services Division will have the following objectives:
 - Supervise and manage the Senior Center renovation construction project, including the bidding process, construction contractor selection, and construction.
 - Maintain a high level of base line programming including the meals program during the construction period.
 - Develop a transition plan upon the completion of the renovated Senior Center.

HEALTH, WELLNESS & NUTRITION

- To provide new opportunities for elders to access good nutrition/food, in an affordable manner through varying resources including sponsorship.
- Collaborate with other Town and community facilities/organizations to expand health, wellness and nutrition programs for our seniors.
- Continue to assist Andover residents who may have food insecurity.

ADVOCACY

- To improve the status of elders through local, regional, and national advocacy efforts.
- To identify and explore alternative funding sources to both expand the array of available programs and offset direct costs to seniors.
- To apply and obtain grants to support the evolving needs of older adults.

SOCIAL SERVICE COORDINATION

- To continue to develop and implement a comprehensive internship program with area colleges and universities.
- To expand and be inclusive in clinical services offered to the senior citizens of Andover and their families.
- To increase and strengthen social, outreach, and day care services.
- To work collaboratively within the Town on enhancing communication and referral support with other professionals in an interdisciplinary multi system approach.

DEPARTMENT OF COMMUNITY SERVICES

- To improve coordination efforts with other service providers by improving internal systems, as well as program design and delivery, create working relationships and explore memorandum of understandings.
- To increase outreach efforts to the “Sandwich Generation”.
- To provide on-going emergency preparedness training and information to staff and seniors in coordination with other Town Departments.
- To grow and expand our senior day program through thoughtful implementation of cutting edge research based programming.
- To provide opportunities for all staff to attend trainings that enhance their professional skills in the field of older adults that will allow them to be better equipped to meet the complex needs of our community.

TRANSPORTATION

- To increase access to appropriate and affordable transportation to the Senior Center, medical appointments, shopping trips, and other social welfare needs.
- To identify resources through the budget process and grants to expand the transportation program to meet the need for affordable and accessible transportation.
- To work with other organizations (Merrimack Valley Regional Transit Authority) on expanding resources and opportunities to meet the transportation needs of older adults in the community.

PROGRAMS & EDUCATION

- To provide increased opportunities for older adults, as well as “boomers”, Town employees, and other members of the community, who are not currently using the Senior Center or its services to actively participate in cultural, educational and inter-generational programs.
- Expand programming through innovative means that is affordable, accessible and meaningful.
- Collaborating with the other divisions of the Community Service Department to continue to meet the ever changing needs of Andover residents and promote an array of intergenerational programs to reach mutual developmental needs.

VOLUNTEER OPPORTUNITIES

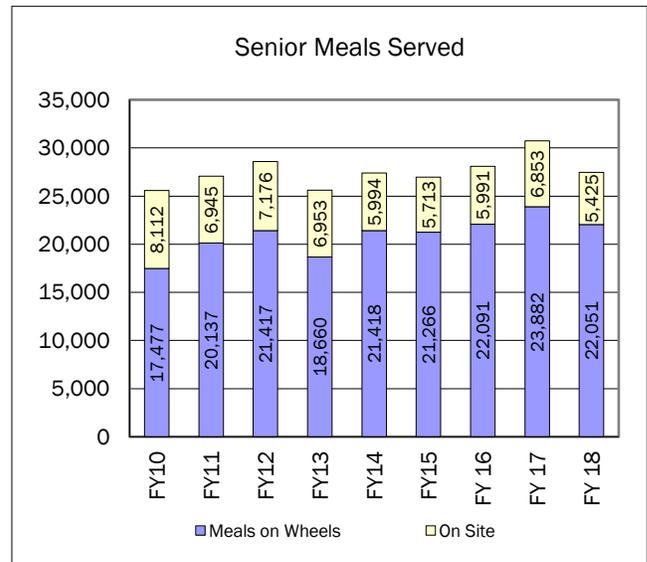
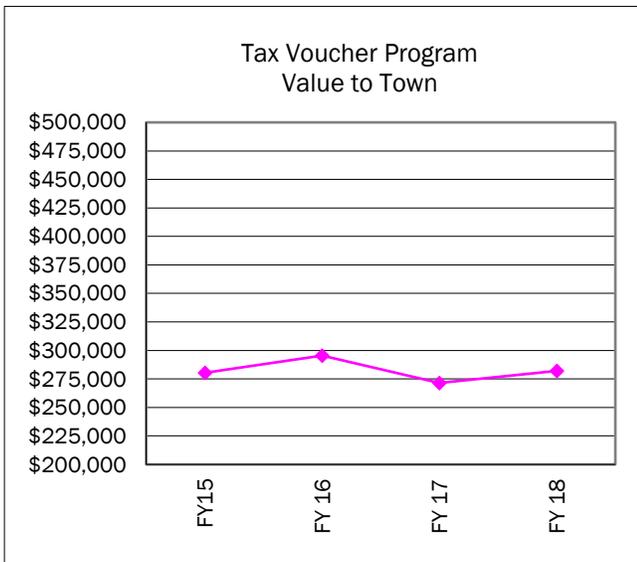
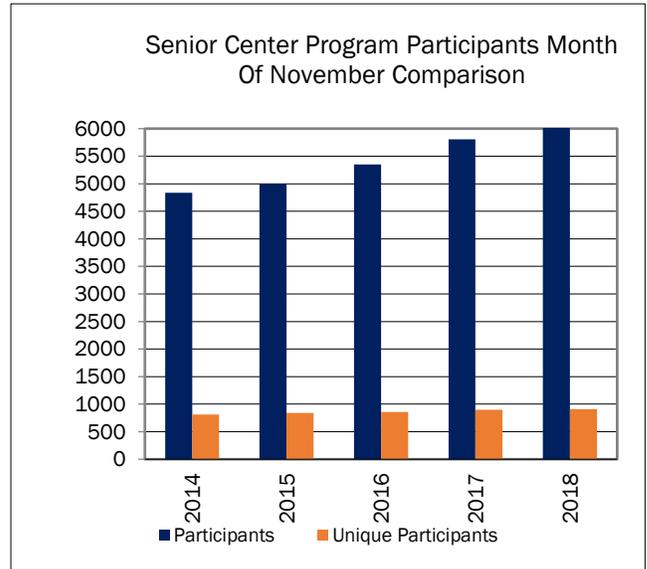
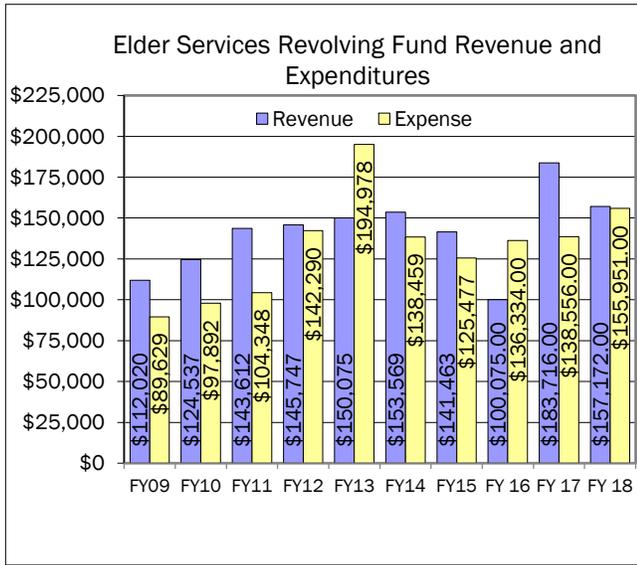
- To continue to develop the number and quality of volunteer services at the Senior Center and increase awareness, training, and resources

ADMINISTRATION

- Increase programming and resource marketing through the use of social media and website enhancements.

DEPARTMENT OF COMMUNITY SERVICES

ELDER SERVICES DIVISION PERFORMANCE STATISTICS



Recreation Division Description

Andover Recreation provides social, educational, cultural and Recreational opportunities to Andover residents of all ages. Daytime, evening and weekend classes, special events, trips, workshops, and public performances are offered throughout the year. Program booklets, created in-house, are mailed to residents three times a year and include seasonal program information on Youth Services and Elder Services in addition to the Recreation programs. Program fees vary, and scholarships are available, making Recreational opportunities accessible to the entire community.

Recreation continues to incorporate residents' ideas into valued programs. Programs are created in a number of ways including word of mouth and active investigation of popular and trendy interests. A vigorous departmental effort continually improves services to our community. Increasing enrollments are attributed to repeat family participation, a repertoire of community-based instructors, online and telephone registration, overnight drop-box for registration, and increased identification with the Recreation booklet publication and branding.

The operating budget finances three full time staff salaries and the day-to-day expenses of running a yearlong town-wide Recreation Division. User fees cover the expenses and payroll for seasonal staff. In addition to the operating budget, Recreation has town meeting approval for use of a revolving account. Recreational trips, summer theater programs, sports and fitness programs, the adult co-ed softball program, and Bob French Basketball leagues are examples of the programs funded through the revolving account. This account assists Recreation further by offsetting many expenses that historically have been funded through the operating budget such as three additional full time staff members, the maintenance of the grounds at Rec Park and Poms Pond, new program initiatives, advertising, and facility rentals. The Andover Recreation Division is approximately 75% self-supporting with its major source of revenue coming from program fees.

The Recreation website features easy navigation, as well as an updated menu to show program changes at a glance, a headlines section featuring current programs, a calendar to show you what is happening or when classes begin, and program photos so you can see how residents are participating in our community activities. We hope that you will agree: Andover Recreation is Community, Recreation, Together!

Facilities used for programming are Poms Pond, Rec Park, Andover Town House, Senior Center at Punchard, Cormier Youth Center, The Park, local fitness centers, Greater Lawrence Technical High School, all Andover Public Schools, and other in and out of town sites. Through the mutual mission of educating its residents, the Andover School Department and Recreation have an agreement to open the public schools to community use through recreation programming. The division's goal is to offer as many school based activities as possible that will not only allow convenient delivery of recreational programs to residents but will also help to reduce facility rental expenses incurred by using other private locations.

Recreation activities encompass a wide spectrum of programs including summer playgrounds, trips, the Poms Pond aquatic program, special events, Bradford Ski Program, after-school enrichment classes, adult education courses, town-wide youth sports leagues, youth sports classes, summer vacation programs, preschool events, summer concert series, community giving through events, community outreach, and Family-to-Family programs. In the past two years Recreation has successfully implemented two EEC licensed afterschool programs (Kid Care) at the Bancroft Elementary School and West Elementary School. Next school year the Kid Care program will be expanded to the South Elementary School and High Plain Elementary School. These programs will provide reliable and affordable afterschool child care to over one hundred families in the community.

Online registration is available for residents' convenience. Also available online are the following forms: Emergency Information Sheets, class evaluations, program registration forms, and program flyers. Email blasts are sent from the Recreation Division and town emailing lists with program information and updates. Stop by and visit us at the Andover Town Offices, 36 Bartlet Street, 2nd floor.

Anyone wishing to apply for a seasonal employment can fill out an employment application online at <https://www.governmentjobs.com/careers/andoverma/transferjobs?keywords=recreation>.

DEPARTMENT OF COMMUNITY SERVICES

Mission Statement

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

FY2020 Objectives

CLASSES AND ENRICHMENT SERVICES

- ◆ Continue to:
 - Add new classes into the mix of programs offered to residents.
 - Work in cooperation with community organizations and businesses to expand programming.
 - Increase enrollments through improved marketing.
 - Provide high quality, social, educational, and cultural programs.
 - Provide recreation and wellness opportunities.
 - Offer programs to residents of all ages as well as programs designed for specific age groups.
 - Offer morning programs to preschoolers and their parents.

SPECIAL PROGRAMS

- ◆ Provide special events and programs to its residents through:
 - High quality family and youth activities.
 - Special events for children and their families with seasonal themes.
 - Offer the community a licensed afterschool program in four elementary schools.

SUMMER PROGRAMS

- ◆ Provide diverse, high quality sports & enrichment programs which meet the needs of residents including:
 - Recreational swimming, boating, and aquatics lessons at Poms Pond.
 - Rec Park Playground program open to all Andover residents at a very affordable cost.
 - A free community concert program during July and August in The Park.
 - A variety of weekly specialty themed programs.
 - A series of preschool age events in the Park.
 - Increasing programs offerings for children and residents with special needs.

RECREATION PARK & POMPS POND

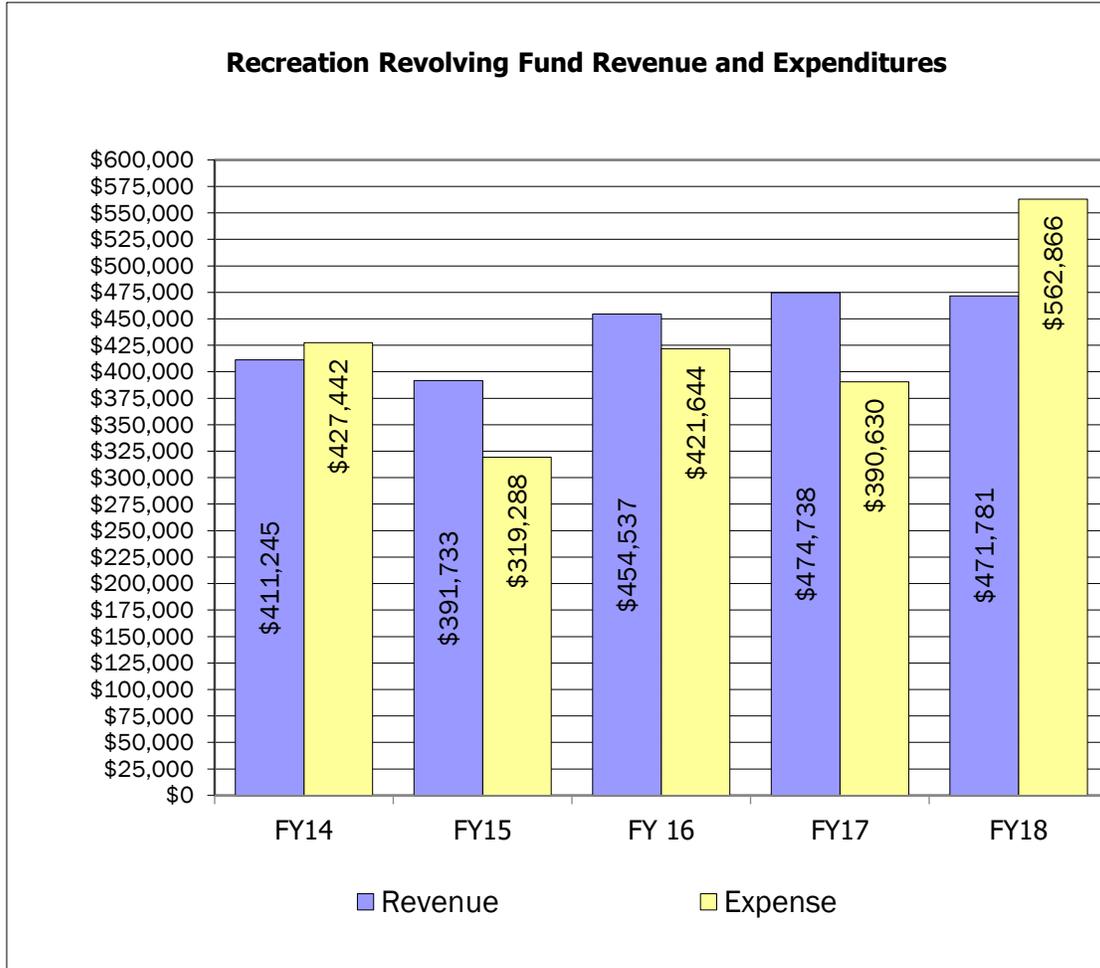
- ◆ Provide a natural resource to residents by:
 - Maintaining the park, field, trails, and courts.
 - Maintaining the water quality at Poms Pond.
 - Upgrading facility structures, playground equipment.
 - Scheduling the complex for outings, events, and programs.
 - Offering both active and passive recreation opportunities.
 - Develop a master plan to look at improvements to both sites including ADA compliance upgrades, existing facility infrastructure, and additional facility program needs.

ADMINISTRATION

- ◆ Support program offerings through:
 - Streamlining online registration.
 - Communicating using social media like Facebook, Twitter, Instagram and more.
 - Staying current with interactive and dynamic website.
 - Promoting Rec activities through various media outlets, email communications, internet and mailings.
 - Establish a standardized financial aid process.
 - Funding concerts and other special events through sponsorships.
 - Collaborating with the other divisions of the Community Service Department to continue to meet the ever changing needs of Andover residents.

DEPARTMENT OF COMMUNITY SERVICES

RECREATION DIVISION PERFORMANCE STATISTICS



DEPARTMENT OF COMMUNITY SERVICES

Division- VETERAN SERVICES

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

Veterans Mission Statement

The mission of the Veteran Services Division is to assist the veterans of Andover and their dependents with applications for compensation, pensions, and other benefits through an intake process that includes information and referral services. The Veterans' Services Office works with the Department of Veterans Affairs and other nationally chartered Veterans Service organizations to ensure that veterans, their dependents, and survivors receive their richly deserved entitlements.

FY2020 Objectives

- ◆ To continue to review, update and reconcile veterans' records.
- ◆ To assist Veterans with Service Connected Disability Claims through the Massachusetts Department of Veterans Services.
- ◆ To assist Veterans and their families with various Veteran eligible benefits to include M.G.L. Chapter 115.
- ◆ To keep current with federal, State, and local regulations by attending specific trainings.
- ◆ To ensure that all Andover veterans eligible for property tax relief under M.G.L. Chapter 59, Section 5, Clause 22 are identified and enrolled.
- ◆ To improve functioning of the division through the increased use of technology to include Vetraspec and ebenefits.
- ◆ To Coordinate all Patriotic Town observances and continue to raise the community's awareness of veterans' sacrifices through patriotic ceremonies.
- ◆ Collaborating with the other divisions of the Community Service Department and outside agencies to continue to meet the ever changing needs of Andover residents.

SPECIAL EVENTS AND CEREMONIES

- ◆ Run for the Troops 5K
- ◆ Memorial Day
- ◆ Flag Day
- ◆ 9/11 Remembrance
- ◆ Veteran's Day
- ◆ Pearl Harbor Day

DEPARTMENT OF COMMUNITY SERVICES

Veteran Services Chapter 115 Assistance Monthly Overview										
Month	Benefit	Fuel	Doctor	Medication	Dental	Medical Insurance	Veterans Flags	Disaster Relief	Total	# Served
January	\$2,122	\$838	-	-	-	\$1,847	-	-	\$4,807	12
February	\$2,120	\$838	-	\$319	-	\$1,847	-	-	\$5,124	12
March	\$2,097	\$838	-	\$91	-	\$1,713	-	-	\$4,739	11
April	\$2,097	\$837	-	\$198	-	\$5,981	-	-	\$9,113	13
May	\$2,097	\$837	-	\$394	-	\$5,932	\$3,427	-	\$12,687	13
June	\$2,097	\$837	-	-	-	\$1,932	-	-	\$4,866	13
July	\$2,039	\$574	-	\$239	\$209	\$1,367	-	-	\$4,428	11
August	\$2,243	\$793	-	-	\$518	\$1,875	-	-	\$5,429	13
September	\$2,109	\$506	-	\$18	-	\$4,246	-	\$2,600	\$9,479	13
October	\$2,062	\$506	\$114	\$383	-	\$2,574	\$2,916	-	\$8,555	13
November	\$2,062	\$506	-	\$137	-	\$2,821	-	-	\$5,526	13
December	\$3,246	\$793	\$220	\$17	-	\$2,712	-	-	\$6,988	14
2018 Total	\$2,122	\$838	-	-	-	\$1,847	-	-	\$4,807	12

DEPARTMENT OF COMMUNITY SERVICES

Division – Youth Services

Our vision for a better community starts with the education and empowerment of youth. With this in mind, Andover Youth Services (AYS) provides the youth and families of Andover with programs that focus on: personal, social, cognitive, and creative competence, vocational awareness, health and physical well-being, leadership and service, and developing social skills. AYS receives ideas and concepts directly from the young people and then empowers the youth to make their ideas happen. By interacting alongside young people, whether it is handing out flyers or creating plans for a new skate park, the programs that AYS creates and implements are immediate reflections of what the youth want and need. At the core of every AYS program is the belief that all young people, given the tools, support, and opportunity, can become leaders. We don't claim to create leaders; they emerge and self-select leadership roles as their AYS experience progresses. Additionally, the organization continues to be an advocate for youth development in the community and a bridge between youth and a network of support services. Andover's young people face many challenges and the mission of AYS is to develop and maintain a program that has the ability to be flexible and encourage all youth to use their creativity, spontaneity, and energy in positive ways.

Celebrating 24 years of pioneering youth development work, the Andover Youth Services has the most comprehensive recreational, educational, social and support program for the 11-18 year old age group within Andover and beyond. AYS follows a number of youth development goals based on literature from the Center for Youth Development and Policy Research. They include enhancing various aspects of a young person's identity including: a sense of safety and structure, high self-esteem, a feeling of having a future, a feeling of belonging to a community, a perception of responsibility and a sense of self-awareness. The organization also looks to improve various aspects of a young person's health including: physical, mental and intellectual, employability, and civic and social involvement. AYS programs are individual experiential learning platforms where counselors are purposefully engaged in the lives of participants with shared direct experience and focused reflection. Through expeditions like rock climbing, hiking, kayaking, or surfing, young people are challenged both physically and mentally in a safe environment providing a gateway to self-discovery and building relationships. Having good fun is always the central objective on any AYS excursion and highly-trained staff ensure that all participants are part of the experience, receive positive feedback, and interact with peers. Every part of our outings, from the dynamic introductions, up through the activity and conclusion of the day, are an opportunity for teachable moments that igniting passion for living in the moment.

The Andover Youth Services remains committed to the policy that every young person should have the opportunity to attend our programs, events, and trips, regardless of financial situations or otherwise. Over the course of the last 24 years, AYS has provided hundreds of young people a chance to experience new programs, adventures, and activities with scholarships and sliding scale payment plans. AYS strives to create community-based programs that do not solely rely on fees or revenues. By eliminating financial restrictions, programs and activities become immediately more accessible for youth from all social backgrounds. AYS has relied on contributions from community organizations, local businesses, and corporations to fulfill our low or no fee philosophy.

The healthy growth and development of adolescents relies on families, schools, the health sector, and community organizations working collectively to launch all young people on a successful life course. Young people need organized activities that connect participants to new and challenging experiences that will expand knowledge, promote fitness, and develop increased communication skills and responsibility. The Andover Youth Services (AYS) takes on the responsibility of youth development by providing a dynamic program filled with experiences, learning, and adventures that enrich participant's lives, create community connections, and provide opportunities for personal growth.

AYS is in its third year of operating the Cormier Youth Center and it's everything the youth hoped for and is continuing to grow. There have been over 15,000 participants in 250 programs and 50 special events in the last year. Additionally, AYS has hosted school and municipal initiatives at the CYC including Global Leadership Conference, 5th & 7th Grade Team Building, AP Testing, Town Public Meetings, Flu Clinics, Elder Services Division programming, and Recreation Division programming. The CYC has become the new Neighborhood and AYS is looking forward to many more positive connections in the coming years.

Youth Services Mission Statement

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

DEPARTMENT OF COMMUNITY SERVICES

FY2020 Objectives

CLASSES, PROGRAMS AND EDUCATIONAL SERVICES

- ◆ Continue to:
 - Add new classes into the mix of programs offered to youth.
 - Work in cooperation with Andover Public Schools, community organizations, and businesses to expand programming.
 - Increase enrollments through improved marketing and community awareness.
 - Provide high quality youth development programs.
 - Provide recreation, educational and wellness opportunities.
 - Increase STEM (science, technology, engineering and mathematics) program offerings.
 - Continue to increase Saturday programming and special events for Andover youth.

SPECIAL PROGRAMS

- ◆ Provide special events and programs to its residents through:
 - High quality youth activities.

OUTREACH PROGRAMS

- ◆ Provide diverse, supportive, and confidential outreach programs and services to youth and their families.

CORMIER YOUTH CENTER FACILITY

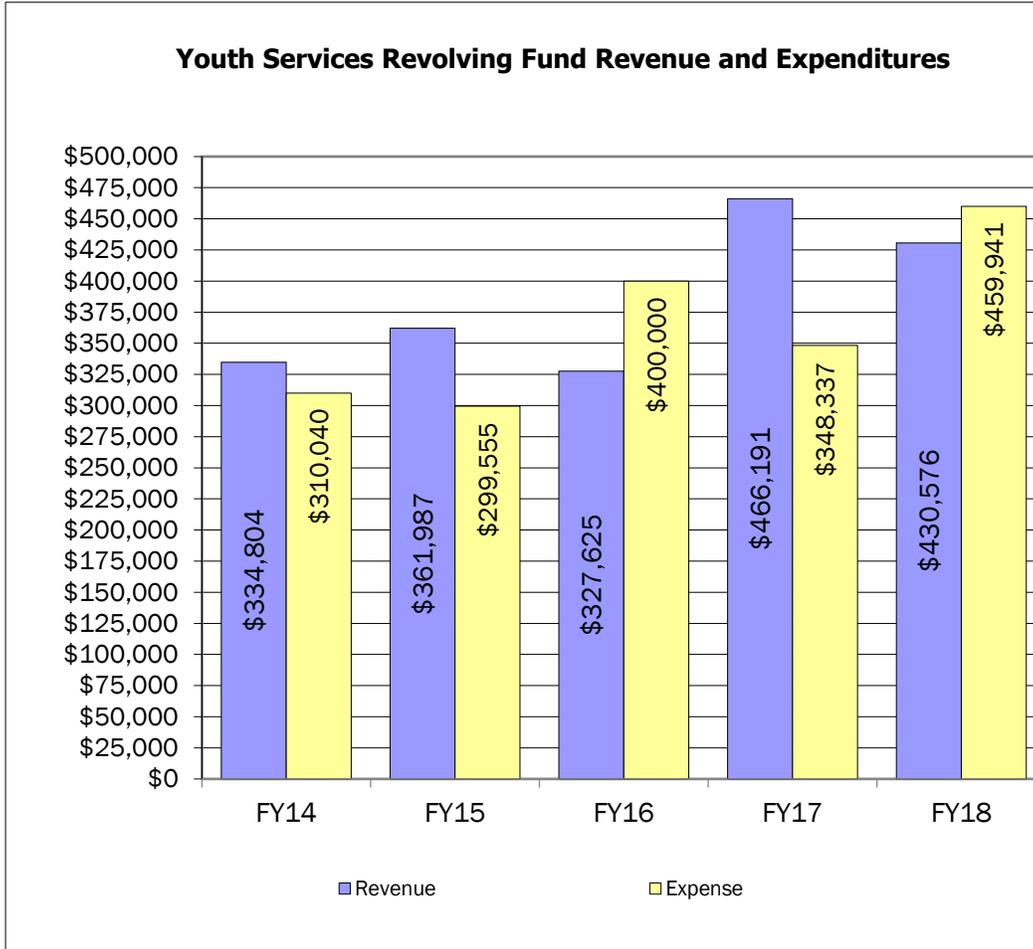
- ◆ Provide a state of the art youth development facility to residents by:
 - Maintaining the facility.
 - Completing the renovations to the facility.
 - Scheduling the facility in coordination with the core goals of the AYS Mission and balance the facility needs of the other divisions within the Community Service Department.

ADMINISTRATION

- ◆ Support program offerings through:
 - Streamlining online registration.
 - Communicating using social media like Facebook, Twitter and Instagram.
 - Staying current with an interactive and dynamic website.
 - Promoting Youth Services activities through various media outlets, email communications and internet.
 - Collaborating with the other divisions of the Community Service Department to continue to meet the ever changing needs of Andover residents.

DEPARTMENT OF COMMUNITY SERVICES

YOUTH SERVICES DIVISION PERFORMANCE STATISTICS



DEPARTMENT OF COMMUNITY SERVICES

		<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>REQ</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>
COMMUNITY SERVICES							
ADMINISTRATION							
	Director of Community Services	1.00	1.00	1.00	1.00	1.00	130,000
IE-22	Marketing Director/Recreation Coor			0.25	0.25	0.25	16,338
	TOTAL ADMINISTRATION	1.00	1.00	1.25	1.25	1.25	146,338
RECREATION							
I-26	Recreation Director	1.00	1.00	1.00	1.00	1.00	96,892
I-20	Recreation Coordinator	2.00	2.00	1.75	1.75	1.75	112,903
		3.00	3.00	2.75	2.75	2.75	209,795
<u>Positions funded from program revenues</u>							
I-12	Office Assistant I	1.00	1.00	1.00	1.00	1.00	54,445
I-14	Finance Coordinator	1.00	1.00	1.00	1.00	1.00	57,045
I-14	Program Assistant II		1.00	1.00	1.00	1.00	52,154
		2.00	3.00	3.00	3.00	3.00	163,644
	TOTAL RECREATION	5.00	6.00	5.75	5.75	5.75	373,439
VETERANS SERVICES							
I-22	Director Veterans Services	1.00	1.00	1.00	1.00	1.00	77,987
		1.00	1.00	1.00	1.00	1.00	77,987
YOUTH SERVICES							
I-26	Director of Youth Services	1.00	1.00	1.00	1.00	1.00	100,924
I-24	Assistant Director	1.00	1.00	1.00	1.00	1.00	92,010
I-20	Program Coordinator	1.00	1.00	1.00	1.00	1.00	77,332
I-22	Outreach Worker	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>71,560</u>
		4.00	4.00	4.00	4.00	4.00	341,826
<u>Postions funded by program revenues</u>							
I-14	Program Assistant II	1.00	1.00	1.00	1.00	1.00	56,637
I-12	Office Assistant II		0.52	0.52			
		1.00	1.52	1.52	1.00	1.00	56,637
	TOTAL YOUTH SERVICES	5.00	5.52	5.52	5.00	5.00	398,463
ELDER SERVICES							
I-26	Director of Elder Services	1.00	1.00	1.00	1.00	1.00	95,066
I-22	Outreach Coordinator	1.00	1.00	0.90	0.90	0.90	75,219
I-20	Adult Social Day Care Coordinator	0.50					
I-20	Program Coordinator	1.00	1.00	1.00	1.00	1.00	70,496
I-20	Food Service Coordinator	1.00	1.00	1.00	1.00	1.00	74,597
I-16	Executive Secretary	1.00					
I-14	Office Assistant III		1.00	1.00	1.00	1.00	59,958
I-12	Intake Asst/Transportation Coor	1.00	1.00	1.00	1.00	1.00	53,716
I-12	Office Assistant II	1.00					
I-12	Office Assistant II Volunteer Coor	0.55	0.55	0.55	0.55	0.55	27,315
I-12	Outreach Coordinator			0.25	0.25	0.25	15,760
I-6	Drivers	1.15	1.59	1.50	1.50	1.50	57,795
I-4	Food Service Worker	<u>0.55</u>	<u>0.55</u>	<u>0.55</u>	<u>0.55</u>	<u>0.55</u>	<u>21,000</u>
		9.75	8.69	8.75	8.75	8.75	550,923
<u>Senior Connections Program (funded by program revenues revolving account and grants)</u>							
I-20	Adult Social Day Care Coordinator	0.50			1.00	1.00	43,415
I-20	Day Care Aide			0.15	0.15	0.15	10,949
I-12	Outreach Coordinator			0.25	0.25	0.25	13,679
I-6	Day Care Aide	1.00	1.00	1.00			
I-6	Day Care Aide	0.55	0.15				
I-6	Driver		0.15	0.15	0.15	0.15	7,588
I-4	Food Service Worker		0.27	0.25	0.25	0.25	10,500
		2.05	1.57	1.80	1.80	1.80	86,131
	TOTAL ELDER SERVICES	11.80	10.26	10.55	10.55	10.55	637,054
	TOTAL COMMUNITY SERVICES	23.80	23.78	24.07	23.55	23.55	1,633,281

DEPARTMENT OF COMMUNITY SERVICES

COMMUNITY SERVICES ADMINISTRATION		FY2017	FY2018	FY2019	FY2020	FY2020
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015441	COMM SERVICES ADMIN SALARIES					
	5110 REG WAGES	-	124,118	147,700	147,700	146,338
	SUBTOTAL	-	124,118	147,700	147,700	146,338
015442	COMM SERVICES ADMIN EXPENSES					
	5231 TRANSPORTATION ALLOWANCE	-	3,000	3,000	3,000	3,000
	5710 TRAVEL	-	-	500	500	500
	5715 PROFESSIONAL DEV	-	-	1,000	1,000	1,000
	5730 DUES/SUBSCRIPTIONS	-	-	1,500	1,500	1,500
	SUBTOTAL	-	3,000	6,000	6,000	6,000
	TOTAL COMMUNITY SERVICES ADMIN	-	127,118	153,700	153,700	152,338

ELDER SERVICES		FY2017	FY2018	FY2019	FY2020	FY2020
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015411	ELDER SERVICES SALARIES					
	5110 REG WAGES	417,899	270,611	285,579	396,907	396,907
	5120 OVERTIME	965	15,648	2,000	2,000	2,000
	5130 PART TIME	203,623	233,898	255,400	154,015	154,015
	5140 SEASONAL	-	3,629	10,000	23,000	23,000
	5187 RETRO WAGES	9,529	2,305	-	-	-
	SUBTOTAL	632,016	526,091	552,979	575,922	575,922
015412	ELDER SERVICES EXPENSES					
	5220 TELEPHONE	2,217	1,028	2,500	2,500	2,500
	5231 TRANS ALLOWANCE	3,000	-	2,400	2,400	2,400
	5250 ADVRTSNG	-	-	100	100	100
	5270 PRINTING	2,917	15,099	14,600	14,600	14,600
	5282 REP-OFFICE EQUIP	-	-	990	990	990
	5291 RENT EQUIP	3,398	2,600	2,600	2,600	2,600
	5294 CLOTHING ALLOWANCE	1,911	2,850	3,000	3,000	3,000
	5295 OTHR SVCS	14,000	14,000	14,000	14,000	14,000
	5310 OFFICE SUP	5,383	5,799	6,000	6,000	6,000
	5321 FOOD	96,541	101,284	102,000	102,000	102,000
	5330 OPERATING SUPPLIES	5,946	3,173	-	-	-
	5350 SUPPLIES/EQUIPMENT	-	-	3,000	3,000	3,000
	5355 AUTOMOTIVE	3,989	4,694	4,000	4,000	4,000
	5394 SUPPLIES/BOOKS	135	-	300	300	300
	5395 OTHER COMMODITIES	11,496	12,802	15,000	15,000	15,000
	5710 TRAVEL IN-STATE	3,557	4,579	2,000	2,000	2,000
	5715 PROFESSIONAL DEVELOPMENT	304	180	-	500	-
	5730 DUES/SUBSCRIPTIONS	1,753	1,608	2,500	2,500	2,500
	SUBTOTAL	156,547	169,696	174,990	175,490	174,990
015411	ELDER SERVICES SALARIES					
	5801 FROM FEDERAL GRANTS	(52,575)	(48,930)	(59,000)	(59,000)	(59,000)
	5811 FROM SALE OF SERVICE	(53,662)	(51,945)	(47,000)	(47,000)	(47,000)
	SUBTOTAL	(106,237)	(100,875)	(106,000)	(106,000)	(106,000)
	TOTAL ELDER SERVICES	682,326	594,912	621,969	645,412	644,912

DEPARTMENT OF COMMUNITY SERVICES

RECREATION			FY2017	FY2018	FY2019	FY2020	FY2020
COMMUNITY SERVICES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016301	RECREATION SALARIES						
	5110	REG WAGES	229,641	233,789	228,007	223,094	209,796
	5120	OVERTIME	-	410	700	700	700
	5130	PART-TIME	-	413	-	-	-
	5140	SEASONAL	273,796	318,231	297,480	302,480	302,480
	5187	RETRO WAGES	4,318	-	-	-	-
	SUBTOTAL		507,755	552,843	526,187	526,274	512,976
016302	RECREATION EXPENSES						
	5211	ELECTRICITY	5,412	4,409	5,000	5,000	5,000
	5220	TELEPHONE	4,075	4,953	3,500	4,500	4,500
	5225	POSTAGE	6,487	6,629	6,600	6,600	6,600
	5231	TRANS ALLOWANCE	1,560	1,470	2,400	2,400	2,400
	5270	PRINTING	31	797	-	-	-
	5282	REP-OFFICE EQUIP	1,946	3,088	2,200	2,200	2,200
	5284	REP-COMPUTERS	7,076	7,743	-	-	-
	5295	OTHR SVCS	185,497	169,826	170,000	170,000	170,000
	5310	OFFICE SUPPLIES	4,526	4,969	5,000	5,000	5,000
	5370	SUPPLIES CONSTRUCTION	9,753	13,642	11,000	13,000	13,000
	5392	SUPPLIES RECREATION	14,419	20,323	30,000	25,000	25,000
	5504	TECHNOLOGY	-	-	10,000	10,000	10,000
	5710	TRAVEL IN-STATE	2,744	1,819	3,000	3,000	3,000
	5715	PROF DEV	-	413	-	500	-
	5730	DUES/SUBSCRIPTIONS	1,122	2,326	2,500	2,500	2,500
	SUBTOTAL		244,648	242,407	251,200	249,700	249,200
016301	RECREATION SALARIES						
	5811	FROM SALE OF SERVICE					
	SUBTOTAL		(550,625)	(579,137)	(583,510)	(583,510)	(583,510)
			(550,625)	(579,137)	(583,510)	(583,510)	(583,510)
	TOTAL RECREATION		201,778	216,113	193,877	192,464	178,666

VETERANS SERVICES			FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT			ACTUAL	ACTUAL	ACTUAL	DEPT REQ	TOWN MGR
015501	VETERANS SERVICES SALARIES						
	5110	REG WAGES	80,397	57,496	76,992	77,987	77,987
	5130	PART TIME	1,452	-	-	-	-
	5140	SEASONAL	-	1,925	5,000	5,000	5,000
	5187	RETRO WAGES	1,490	-	-	-	-
	SUBTOTAL		83,339	59,421	81,992	82,987	82,987
015502	VETERANS SERVICES EXPENSES						
	5270	PRINTING	65	140	-	-	-
	5231	TRANS ALLOWANCE	-	-	1,200	1,200	1,200
	5294	CLOTHING ALLOWANCE	-	-	-	250	250
	5295	OTHR SVCS	71,034	77,588	85,000	100,000	100,000
	5310	OFFICE SUP	545	6,620	100	500	500
	5395	OTH COMM	-	-	75	-	-
	5710	TRAVEL	211	1,041	650	650	650
	5715	PROF DEV	-	195	-	500	-
	5730	DUES/SUBSCRIPTIONS	1,202	3,317	500	500	500
	SUBTOTAL		73,057	88,901	87,525	103,600	103,100
	TOTAL VETERANS SERVICES		156,396	148,322	169,517	186,587	186,087

DEPARTMENT OF COMMUNITY SERVICES

YOUTH SERVICES		FY2017	FY2018	FY2019	FY2020	FY2020
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015421	YOUTH SERVICES SALARIES					
5110	REG WAGES	314,908	345,700	340,655	341,826	341,826
5130	PART TIME	3,148	342	-	-	-
5140	SEASONAL	46,523	55,662	63,222	75,222	75,222
5187	RETRO WAGES	5,989	-	-	-	-
	SUBTOTAL	370,568	401,704	403,877	417,048	417,048
015422	YOUTH SERVICES EXPENSES					
5211	ELECTRICITY	1,803	1,596	31,000	25,000	25,000
5212	NATURAL GAS	8,005	9,115	18,000	12,000	12,000
5220	TELEPHONE	2,943	2,567	3,300	3,300	3,300
5225	POSTAGE	61	-	200	200	200
5231	TRANS ALLOWANCE	2,400	2,300	2,400	2,400	2,400
5250	ADVERTISING	1,000	1,000	-	-	-
5270	PRINTING	4,384	2,522	5,000	5,000	5,000
5292	RENTAL/FACILITIES	4,067	2,794	3,000	3,000	3,000
5295	OTHR SVCS	9,978	10,592	10,500	10,500	10,500
5310	OFFICE SUPPLIES	6,412	3,818	7,000	7,000	7,000
5321	FOOD	22,012	11,754	15,000	15,000	15,000
5355	AUTOMOTIVE FUEL	4,067	4,478	8,000	8,000	8,000
5370	SUPPLIES CONSTRUCTION	4,517	5,269	5,000	5,000	5,000
5392	SUPPLIES RECREATION	9,746	30,438	11,000	11,000	11,000
5710	TRAVEL IN-STATE	198	-	1,400	1,400	1,400
5715	PROFESSIONAL DEV	-	850	500	500	500
5730	DUES/SUBSCRIPTIONS	85	75	100	100	100
	SUBTOTAL	81,678	89,168	121,400	109,400	109,400
56640	YOUTH SERVICES EXPENSES					
	SALES OF SERVICE	-	(4,482)	(4,482)	(4,482)	(4,482)
	AYF GIFT	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
		(22,000)	(26,482)	(26,482)	(26,482)	(26,482)
	TOTAL YOUTH SERVICES	430,246	464,390	498,795	499,966	499,966

Patriotic and Civic Celebrations

This account provides funding for a number of annual events including the Memorial Day parade and ceremony, the 4th of July celebration, the Veterans Day ceremony and Holiday Lighting.

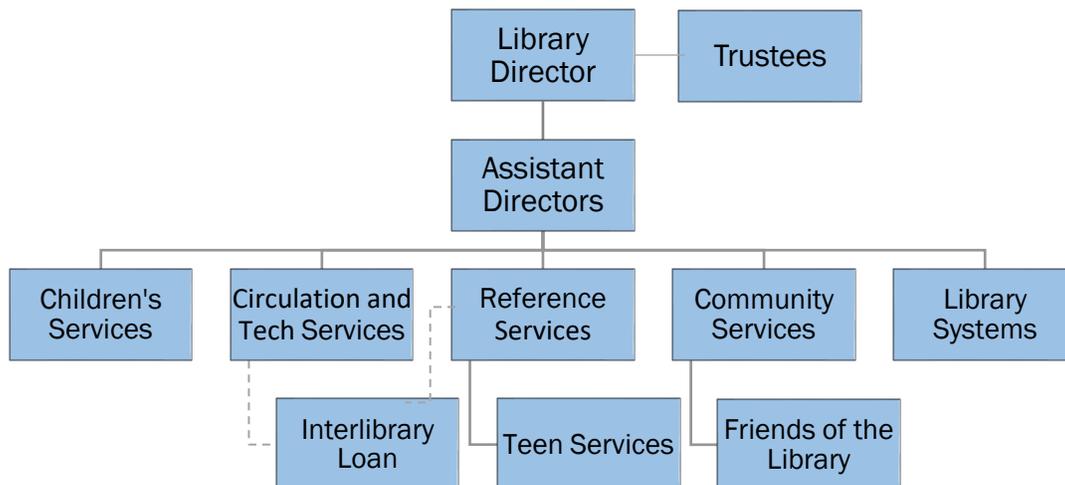
PATRIOTIC CIVIC CELEBRATION		FY2017	FY2018	FY2019	FY2020	FY2020
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016402	PATRIOTIC CIVIC CELEBRATION					
5700	UNCLASSIFIED EXP	30,717	22,643	30,000	30,000	30,000
	SUBTOTAL	30,717	22,643	30,000	30,000	30,000
	TOTAL PATRIOTIC CIVIC CELEBRATION	30,717	22,643	30,000	30,000	30,000

MEMORIAL HALL LIBRARY



Mission Statement

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



MEMORIAL HALL LIBRARY

Department Description

Through a diverse blend of materials and services, Memorial Hall Library serves as the educational, informational, and cultural heart of the community. Because of the many programs it provides to all ages and the access it provides to library materials, information technology, and online services, approximately 1,000 people per day are counted going into the library. The library circulates approximately 520,000 items per year.

The **Library Systems Division**, working closely with library administration, Town IT, and MVLC consortium technology staff, is responsible for ensuring that both the public and staff have access to high quality electronic information products and a secure, reliable network infrastructure. The library's traditional mission and goals are more and more reliant on technology-based solutions. The Library Systems Division supports library automation software, staff and public Internet access, Microsoft Office applications, reference databases, staff and public training, and presentation technology in public meeting rooms. Increasingly, Library Systems staff design customized and innovative solutions that meet the evolving information needs of our users, and that increase the productivity of our staff.

The **Circulation Division (Customer Services Desk)** is the initial point of service for most adults using the library. This nerve center of library operations registers patrons, coordinates all loans of library materials, and manages overdue, lost and missing items, holds, book club kits, and museum passes.

The **Technical Services Division** is responsible for ordering, receiving, cataloging, preparing, and tracking expenditures of library materials. Catalog records are entered into the 36 member Merrimack Valley Library Consortium database and are available remotely to home users via a shared online catalog. Library users may access the online catalog and place holds or access their individual borrowing record at any time of the day or night.

The **Reference Division (Information Services)** is the core of the information services provided to the community. Whatever the question, the Reference librarians are prepared to search the library's collection of books, periodicals, the Internet, online databases, ebooks, and microforms to find the needed answer. Reference help is provided in person, by phone, and by email. The Reference Division maintains extensive business reference sources and manages the local history collection contained in the Andover Room. The Reference librarians provide readers' advisory services, assist visitors who want to use the Internet, email, and Microsoft Office products on the public workstations, and show patrons how to stream or download ebooks, audiobooks, music and movies to their computers and devices. Public copying, printing, faxing, and scanning services are available.

The **Children's Division** plans and provides services for children, birth through grade 5. Programs such as story hours, story crafts, music and summer reading programs form a continuing base of activities. All programs are planned to meet children's developmental needs. The Children's Room staff is especially mindful of the need to help children and their families select the materials they need to progress as readers and as learners. It is an extremely busy destination learning space for families.

The **Teen Division** (administratively a part of the Reference Department) supports middle and high school students with their studies and with teen-related collections and programming. Both the Children's and Teen divisions maintain a cooperative relationship with Andover schools, both public and private.

The **Community Services Division** organizes cultural and educational programs for adults, develops promotional materials, plans art exhibits and other public relations activities, serves as the library's liaison to the *Friends of Memorial Hall Library*, and supervises library volunteers. A major focus of the department is collaboration with other Town departments and organizations.

The **Interlibrary Loan Division** (administratively managed by the Assistant Director) processes loan requests for materials not held in the Merrimack Valley Library Consortium. The office also manages all Commonwealth Catalog and Mediated Interlibrary Loan items as well as network transfer activities. Items are borrowed from libraries in the Commonwealth and across the country.

MEMORIAL HALL LIBRARY

Vision Statement

Memorial Hall Library is a community partner and community space dedicated to the free and open exchange of ideas. Library patrons experience Memorial Hall Library as a responsive, vital resource for meeting their individual and family needs. Lives are enriched through a lifelong relationship with literature, art, information, technology and each other.

FY2020 Objectives and Action Items

OVERALL OBJECTIVES

- Complete FY19 Action Items in our *Five Year Strategic Plan*.
- Develop FY20 Action Items and a new Five Year Strategic Plan
- Formalize new customer service protocols and train staff on the new protocols
- Work with Town Facilities on FY19/20 CIP articles (generator, wood retaining wall, restrooms, etc.)
- Implement new features in the Sirsi-Dynix integrated library automation system, including new mobile app
- Prioritize cooperative ventures with other Town departments
- Train staff to use newly developed marketing templates to improve print and electronic communications

ADMINISTRATION/REFERENCE/LIBRARY SYSTEMS

- Install a hearing loop in Memorial Hall
- Renovate the parking lot entrance
- Continue digitizing and indexing local newspapers currently on microfilm
- Increase use of our Maker Space and grow our *Library of Things*

CIRCULATION/ TECHNICAL SERVICES/INTERLIBRARY LOAN

- Implement mobile circ
- Provide increased training opportunities for staff

TEEN SERVICES

- Work collaboratively with community groups, Andover Youth Services, the Town resource officer and the schools to engage young teens and keep them safe
- Coordinate with school librarians to organize and promote summer reading
- Deploy staff to better serve the increased numbers of middle school students using the library

CHILDREN'S SERVICES

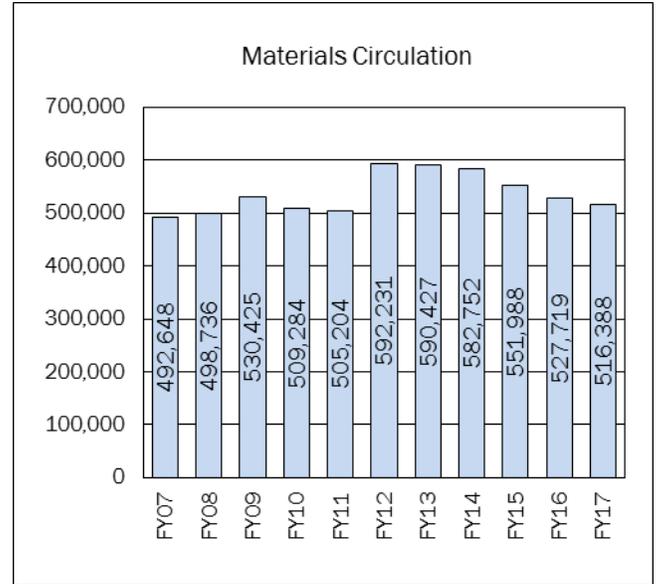
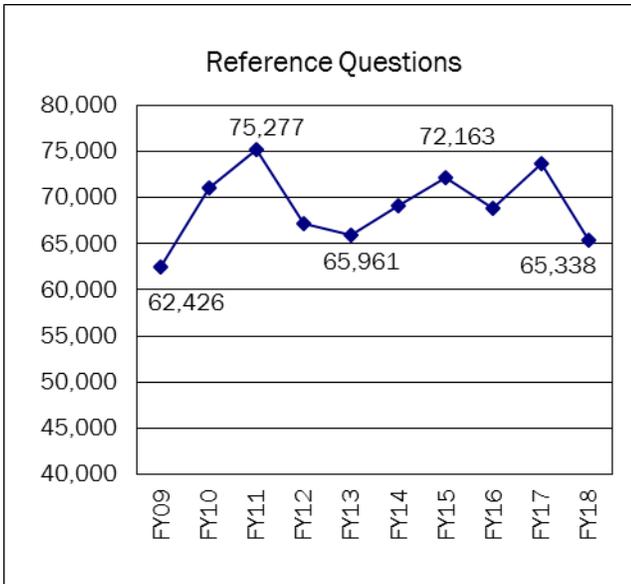
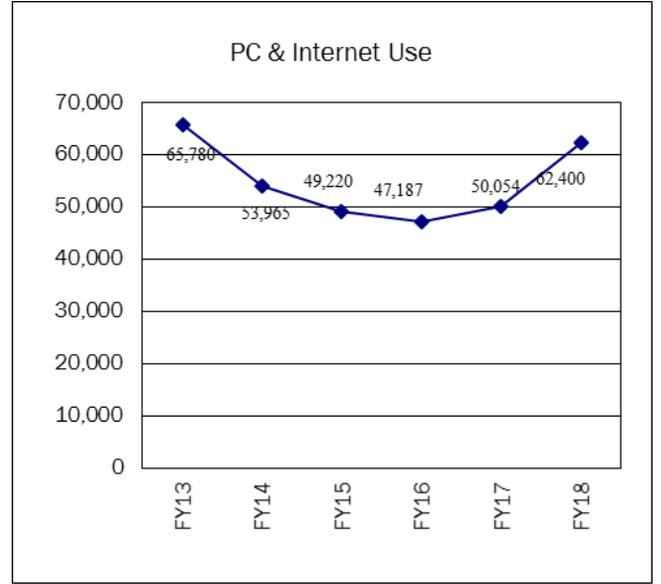
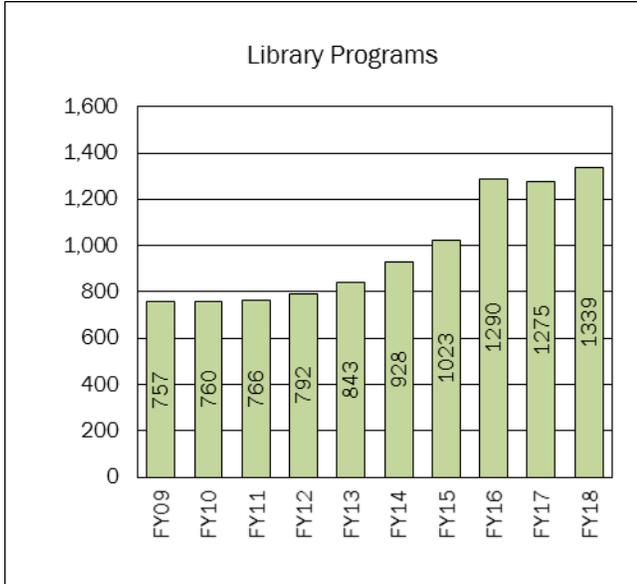
- Deploy staff to better serve the increased numbers of families using the Children's Room

COMMUNITY SERVICES

- Continue to improve use of MHL-Mail and Social Media to promote library services
- Work closely with community groups seeking to improve the downtown and develop the HMD

MEMORIAL HALL LIBRARY

LIBRARY PERFORMANCE STATISTICS



MEMORIAL HALL LIBRARY

		<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>REQ</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>
MEMORIAL HALL LIBRARY							
<u>Full Time</u>							
M-2	Library Director	1.0	1.0	1.0	1.0	1.0	120,000
I-26	Assistant Library Director	1.0	1.0	1.0	1.0	1.0	94,241
I-26	Assistant Library - Coord Tech & Circ Serv	1.0	1.0	1.0	1.0	1.0	99,080
I-24	Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	182,712
I-24	Library Systems Coordinator	1.0	1.0	1.0	1.0	1.0	76,544
I-20	Librarian	8.0	8.0	8.0	8.0	8.0	601,084
I-20	Comm Services Librarian	1.0	1.0	1.0	1.0	1.0	76,955
I-18	Acquisitions Head	1.0	1.0	1.0	1.0	1.0	66,292
I-16	Executive Secretary	1.0	1.0	1.0	1.0	1.0	68,949
I-14	Library Asst II	2.0	2.0	2.0	2.0	2.0	124,822
I-12	Library Assistant	2.0	2.0	2.0	2.0	2.0	108,893
		21.0	21.0	21.0	21.0	21.0	1,619,572
<u>Part Time</u>							
I-20	Librarians	0.6	0.6	0.6	0.6	0.6	46,933
I-12	Library Assistant Pages and Aides	5.3	5.3	5.3	5.3	5.3	281,571
		5.9	5.9	5.9	5.9	5.9	121,000
GRAND TOTAL		26.9	26.9	26.9	26.9	26.9	2,069,076
* Moved to IT Dept. budget in FY12 - Moved back to Library in FY15							

MEMORIAL HALL LIBRARY

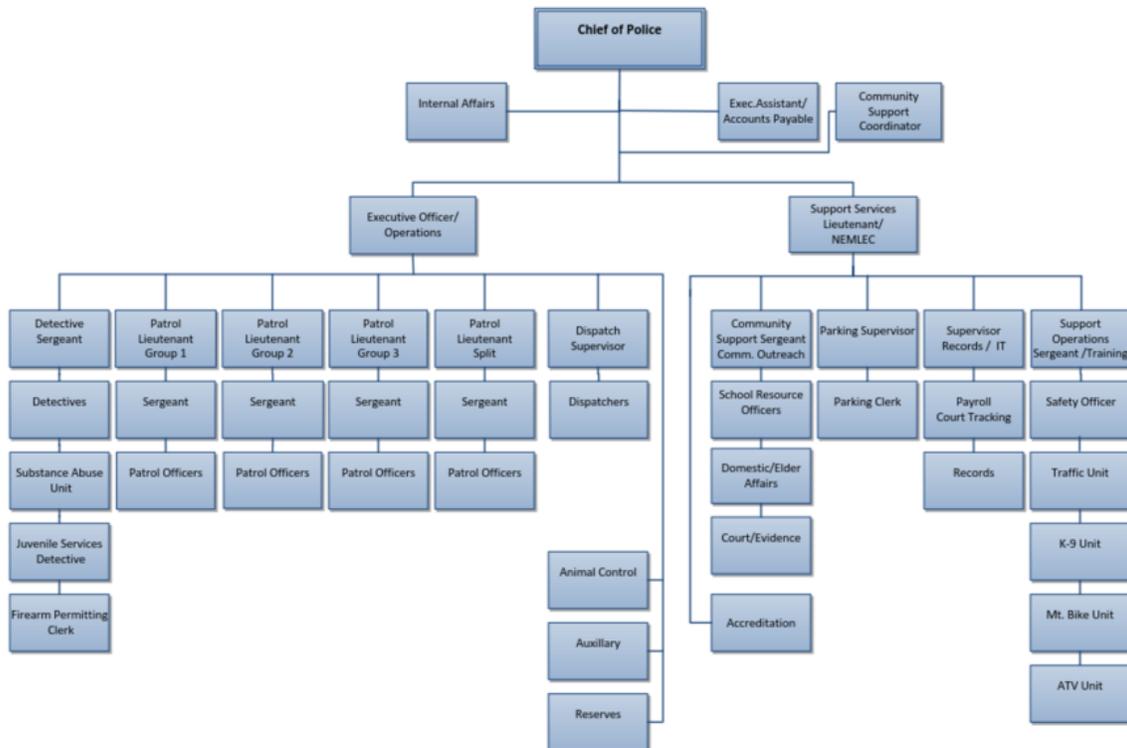
MEMORIAL HALL LIBRARY			FY2017	FY2018	FY2019	FY2020	FY2020
LIBRARY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016101	LIBRARY SALARIES						
	5110	REG WAGES	1,466,064	1,547,068	1,602,404	1,619,572	1,619,572
	5120	OVERTIME	34,101	35,860	80,000	85,000	85,000
	5130	PART TIME	454,109	471,561	480,676	449,504	449,504
	5187	RETRO WAGES	34,570	2,522	-	-	-
	SUBTOTAL		1,988,844	2,057,011	2,163,080	2,154,076	2,154,076
016102	LIBRARY EXPENSES						
	5211	ELECTRICITY	86,938	73,405	77,325	77,325	77,325
	5213	NATURAL GAS/OIL	28,186	25,155	27,000	28,000	28,000
	5220	TELEPHONE	4,046	3,380	4,000	4,300	4,300
	5225	POSTAGE	5,025	2,037	4,000	3,000	3,000
	5270	PRINTING	168	921	1,000	3,000	3,000
	5282	REP-OFFICE EQUIP	6,915	6,206	7,000	7,000	7,000
	5295	OTHR SVCS	2,215	3,742	10,000	5,000	5,000
	5310	OFFICE SUPPLIES	3,487	3,530	4,500	4,500	4,500
	5330	SUPPLIES/BUILDING	22,001	22,312	25,000	27,500	25,000
	5350	SUPPLIES/EQUIPMENT	11,249	17,450	15,000	13,000	13,000
	5394	SUPPLIES/BOOKS	330,288	342,929	350,000	355,000	355,000
	5430	OTHER EQUIPMENT	48,585	51,065	54,000	55,000	55,000
	5710	TRAVEL IN-STATE	1,435	1,037	1,500	1,500	1,500
	5715	PROFESSIONAL DEVELOPMENT	-	2,346	-	1,500	-
	5730	DUES/SUBSCRIPTIONS	87,254	91,505	85,687	85,687	85,687
	SUBTOTAL		637,792	647,020	666,012	671,312	667,312
	TOTAL LIBRARY		2,626,636	2,704,031	2,829,092	2,825,388	2,821,388

POLICE DEPARTMENT



Mission Statement

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



POLICE DEPARTMENT

Department Description

The Andover Police Department is committed to providing the highest level of Public Safety to the Town of Andover and its community through the use of effective and efficient management practices while adhering to clearly defined legal and constitutional guidelines. The Andover Police Department is accredited by the Massachusetts Police Accreditation Commission. We work with all other Town Departments as well as other State, Local and Federal Agencies to ensure that our mission can be accomplished and the Department can provide the maximum service to the community within the allocated budget. The Department is authorized 53 full-time and 10 part-time sworn personnel. A police department serving a community with demographics such as Andover should have a full-time staff of 60-64 sworn officers. The Department utilizes civilian staff to supplement the sworn complement, however; it is imperative that the Town make a commitment to increase the sworn complement to adequately provide police services to the Andover community in the future.

The Department employs 22 civilian employees. There are 11 full-time civilian communicators and three part-time that dispatch Fire, Police, and Emergency Medical Services as well as field all 9-1-1 emergency calls for service. An Executive Assistant handles daily activities within the Chief's administrative unit. (The remainder of the civilian staff is dispersed in Records, Payroll, Detectives and Diversion.) The Chief of Police also acts as the Town of Andover Emergency Management Director and the Executive Officer serves as the Deputy Emergency Management Director. Additionally the Department handles all Animal Control issues with one Animal Control officer and all Parking enforcement with 1.5 Parking Enforcement Officers.

The Department is structured in two Divisions, Operations Division and Special Services Division. Each Division has a distinct chain of command based on a para -military hierarchy that allows for effective communications and deployment of personnel.

OPERATIONS DIVISION:

- **Uniformed Patrol** - The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.
- **Investigations** - It is the role of the Criminal Investigative Bureau to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the Town are handled in this Division. Surveillance conducted for multiple reasons, whether to confirm or deny the existence of a specific activity, identification purposes and working with other agencies takes place at different times. The Substance Abuse Unit works within the Investigation Division. This Unit works with its regional partners conducts operations to thwart the drug epidemic and alcohol issues throughout the region.

Specialized Patrol Units

- **Mountain Bike Patrol** – Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into area cruisers are unable to patrol.
- **Motorcycle Patrol** – Specially trained officers assigned to the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.
- **K-9 Officer** – The Department has one specially trained canine and handler. This K-9 team is utilized for searches of missing or wanted persons in either buildings or open terrain.
- **Tactical Officers** - The Department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the N.E.M.L.E.C. officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has a cyber-crime investigative division and traffic reconstruction unit.
- **Emergency Services** – Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, traffic control and juvenile issues.
- **Animal Control** – The Animal Control Officer is responsible for the enforcement of Federal and State Statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and Police Officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the River Road Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control and inspections of animal kennels, shelters and barns.
- **Central Dispatch** – The purpose of the Central Dispatch is to receive, process and expedite all requests for

POLICE DEPARTMENT

emergency and public safety assistance or 9-1-1 emergency calls, and any other calls for service throughout the town. It is the responsibility of this division to process all request for services relating to police, fire, emergency medical services or direct any other requests received by the public safety department to the appropriate agency. All dispatchers have been certified in Emergency Medical Dispatch. The Dispatch Center also serves as the backup Dispatch Center for the Essex County Regional Dispatch Center and the District 15 Fire Service.

SPECIAL SERVICES DIVISION:

- **Parking Control** – Parking enforcement is provided in the central business district in order to maintain an acceptable turn-over rate in parking spaces. This allows more shoppers the ability to patronize local merchants. The ability to have frequent turnover in the parking spaces in the shopping and central business district assists in maintaining the vibrant downtown area.
- **Safety Program** – The Police Department utilizes the knowledge and experience of its members to provide a wide variety of safety programs. These safety programs include educational programs in the schools as well as seminars throughout the community on subjects such as crime prevention, traffic safety, child restraint and seat belt safety, bicycle safety, home safety, drug awareness, alcohol awareness, fraud and scam prevention and other crime suppression programs.
- **School Resource Officer Program** – The SRO program was implemented in 2007 through a joint venture between the Andover Police Department and the Greater Lawrence Technical School. It was expanded in 2012 to include a School Resource Officer at the High School. These partnerships with both schools will allow us to assist in providing a safer learning environment.
- **Crime Prevention and Public Education** – Community awareness of crime prevention and education is an ongoing service provided by both the Special Services Division as well as the Operations Division. The Department provides services ranging from education to daily house checks for vacationing residents. TRIAD programs are held in conjunction with the Senior Center. The Department also provides training to both public and private entities on workplace violence and techniques and training to prepare and protect employees.
- **Training** - Training is provided throughout the department at many different levels. Offering in-house training and scheduling external training assures that the department is continually aware of all social and legal changes. The Department also offers training throughout the community in such areas as CPR, First Aid, Defibrillator training, babysitter training, teen violence prevention and many other safety related classes and the tracking of such programs.
- **Records** – It is the role of Records section to maintain accurate records and to disseminate meaningful information to various departments as well as to the community. Computer operations, alternative funding options and Firearms licensing are also performed in this section.
- **Traffic Division** – The Traffic Division is responsible for the enforcement of all traffic rules and regulations throughout the community. This division also performs traffic studies to recommend changes in the traffic rules and regulations and also determines the effective deployment of traffic regulatory devices. This division utilizes several speed monitoring devices and motorcycle patrols to target areas prone to traffic hazards. This division investigates all accidents involving serious injury or death utilizing specially trained officers and equipment. This division is also responsible for licensing and inspecting all taxi and livery vehicles operating in the Town.
- **Prosecution** - The Prosecution section handles all inter-action between the Police Department and all levels of the court system. The section is responsible for scheduling officers to appear in court, supplying and maintaining evidence, and assuring that all court cases are followed through the court system in an expedient manner.
- **Court Diversion** – This program allows youths in the community to perform community service as a sentencing alternative for delinquent behavior.

EMERGENCY MANAGEMENT:

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

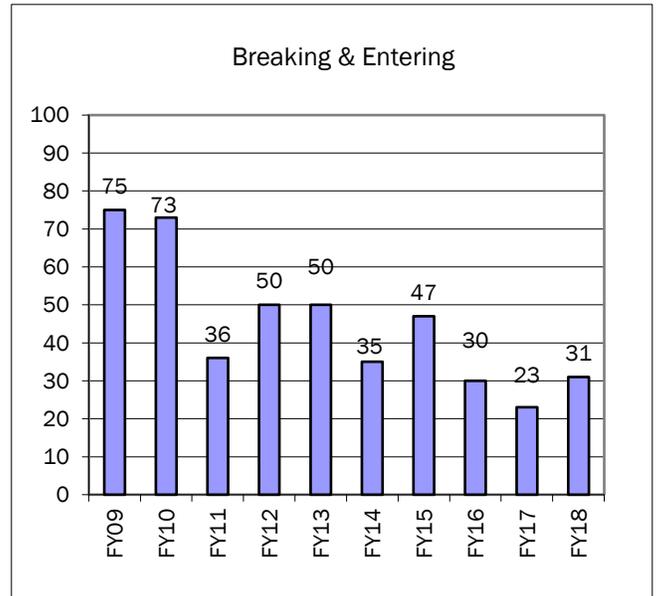
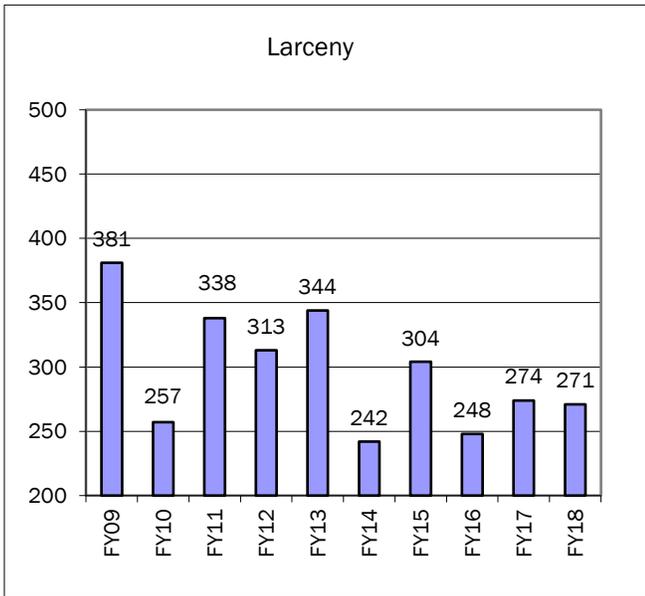
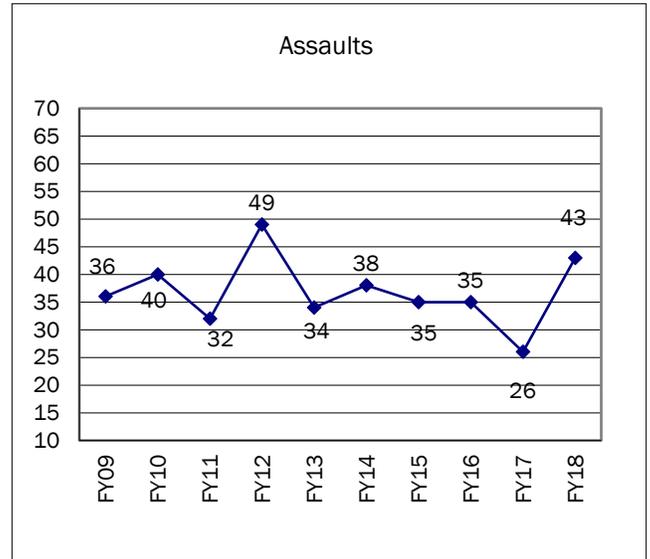
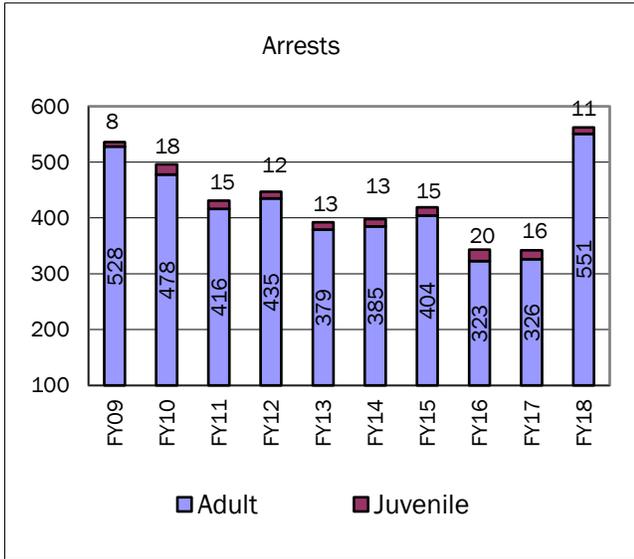
POLICE DEPARTMENT

FY2020 Objectives

- To develop and maintain programs aimed at crime prevention.
- To provide for positive enforcement measures against established criminal activities.
- To maintain our current, and expand community policing programs within the community.
- To facilitate a proper response to all calls for service from the community.
- To continue to protect the rights and dignity of all persons as provided by law and under the Constitutions of the United States and the Commonwealth of Massachusetts.
- To continue to instill confidence in the community we serve by maintaining a high degree of professionalism, integrity, impartiality, high ethical standards, dedication and expertise in the delivery of our services within our operating budget.
- To continue to provide outstanding Police Services, Emergency Management Services, Animal Control Services and Parking Services for the Andover Community.
- Continue to assist in implementing the Downtown Parking Program to ensure safe and effective traffic movement in the Business District.
- Hire and train recruits to ensure the Department is at 100% strength to serve the Community effectively.

POLICE DEPARTMENT

POLICE PERFORMANCE STATISTICS



POLICE DEPARTMENT

POLICE DEPARTMENT	FTE <u>FY2017</u>	FTE <u>FY2018</u>	FTE <u>FY2019</u>	REQ <u>FY2020</u>	TMREC <u>FY2020</u>	TMREC <u>FY2020</u>
Chief of Police (M-3)	1.00	1.00	1.00	1.00	1.00	176,030
Lieutenant (R)	6.00	6.00	6.00	6.00	6.00	832,383
Sergeant (Q)	8.00	8.00	8.00	8.00	8.00	855,250
Patrol Officers * (P)	37.00	37.00	37.00	37.00	37.00	3,114,849
School Patrol Officer ** (P)	1.00	1.00	1.00	1.00	1.00	70,688
Less Andover School Contribution						(48,938)
Office Assistant II (I-12)	1.00	1.00	1.00	1.00	1.00	57,792
Office Assistant III (I-16)	1.00	1.00	1.00	1.00	1.00	68,337
Executive Assistant (I-18)	1.00	1.00	1.00	1.00	1.00	59,626
Records Clerk (I-12)	2.00	2.00	2.00	2.00	2.00	120,138
Community Support Coordinator (I-26)	1.00	1.00	1.00	1.00	1.00	95,066
Unclassified						212,990
	59.00	59.00	59.00	59.00	59.00	5,614,211
<u>Part-Time</u>						
Alternative Sentencing Program						
Office Asst II (Full-time FY15)						
New Horizons after school program	0.5	0.5				
Reserve Officers						17,000
Matrons						3,000
	0.5	0.5	0.0	0.0	0.0	20,000
<u>CENTRAL DISPATCHING</u>						
Dispatch Supervisor (D2)	1.0	1.0	1.0	1.0	1.0	75,496
Dispatcher (D1)	10.0	10.0	10.0	10.0	10.0	674,791
Reserve Dispatchers						45,000
	11.0	11.0	11.0	11.0	11.0	795,287
<u>ANIMAL CONTROL</u>						
Animal Control Officer (I-16)	1.0	1.0	1.0	1.0	1.0	71,035
	1.0	1.0	1.0	1.0	1.0	71,035
<u>PARKING CONTROL</u>						
Parking Control Supervisor (I-14)	1.0	1.0	1.0	1.0	1.0	65,752
Parking Control Assistant (I-10)	0.5	0.5	0.5	0.5	0.5	22,121
	1.5	1.5	1.5	1.5	1.5	87,873
GRAND TOTAL	73.0	73.0	72.5	72.5	72.5	6,588,406

POLICE DEPARTMENT

POLICE DEPARTMENT			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012101	POLICE DEPT SALARIES						
	5110	REG WAGES	5,306,692	5,104,519	5,556,115	5,614,211	5,614,211
	5111	ILD INJURED ON DUTY	-	176,057	-	-	-
	5123	MISC OT	910,664	1,047,628	920,000	920,000	920,000
	5125	COURT DUTY	68,111	62,684	70,000	70,000	70,000
	5127	INVESTIGATIONS	51,818	87,368	16,000	16,000	16,000
	5130	PART TIME	44,454	16,495	20,000	20,000	20,000
	5187	RETRO WAGES	145,726	3,603	-	-	-
	SUBTOTAL		6,527,465	6,498,354	6,582,115	6,640,211	6,640,211
012102	POLICE DEPT EXPENSES						
	5211	ELECTRIC	166,098	112,561	101,000	120,000	101,000
	5213	NATURAL GAS/OIL	59,188	48,332	50,000	50,000	50,000
	5220	TELEPHONE	63,327	71,542	35,000	65,000	35,000
	5225	POSTAGE	373	5,137	5,000	5,000	5,000
	5285	REP/OTHER EQUIP	162,959	115,254	151,705	150,000	150,000
	5287	REPAIRS/RADIO EQUIP	38,794	60,675	88,000	70,000	70,000
	5291	EQUIPMENT RENTAL	34,755	23,703	35,600	35,000	35,000
	5294	CLOTHING ALLOWANCE	63,292	74,188	76,200	76,000	76,000
	5295	OTHR SVCS	30,826	56,523	65,500	60,000	60,000
	5296	MEDICAL EXPENSES	20,838	23,142	32,000	32,000	32,000
	5310	OFFICE SUPPLIES	9,060	8,176	10,000	10,000	10,000
	5350	OPERATING SUPPLIES	75,073	83,039	85,000	75,000	75,000
	5355	AUTOMOTIVE FUEL	65,328	75,664	81,000	90,000	78,000
	5395	OTHER COMMODITIES	55,070	43,947	77,500	60,000	60,000
	5410	MACHINERY/EQUIPMENT	18,165	35,845	48,500	48,000	48,000
	5710	TRAVEL	5,906	9,361	3,600	6,000	6,000
	5716	ACADEMY TRAINING	-	-	8,000	8,000	8,000
	5715	PROFESSIONAL DEV	47,800	32,745	20,000	40,000	20,000
	5730	DUES/SUBSCRIPTIONS	18,311	18,500	18,000	20,000	20,000
	SUBTOTAL		935,163	898,334	991,605	1,020,000	939,000
012101	POLICE DEPT SALARIES						
	5811	FROM SALE OF SERVICE	(97,195)	(95,449)	(90,000)	(90,000)	(90,000)
	5831	FROM RESERVE FUNDS	(99,109)	(40,000)	-	-	-
	SUBTOTAL		(196,304)	(135,449)	(90,000)	(90,000)	(90,000)
	TOTAL POLICE DEPARTMENT		7,266,324	7,261,239	7,483,720	7,570,211	7,489,211

POLICE DEPARTMENT

POLICE CENTRAL DISPATCH			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012151	CENTRAL DISPATCH SALARIES						
	5110	REG WAGES	623,111	619,035	727,948	753,287	753,287
	5123	MISC OT	98,599	88,642	112,000	112,000	112,000
	5130	PART TIME	47,600	45,257	35,000	45,000	45,000
	5187	RETRO WAGES	37,261	26,266	-	-	-
	SUBTOTAL		806,571	779,200	874,948	910,287	910,287
012152	CENTRAL DISPATCH EXPENSES						
	5285	REP/OTHER EQUIP	2,832	2,085	2,500	2,500	2,500
	5287	REPAIRS/RADIO EQUIP	4,574	4,408	5,000	6,000	6,000
	5291	EQUIPMENT RENTAL	-	-	5,000	3,000	3,000
	5294	CLOTHING ALLOWANCE	5,456	4,709	5,500	5,500	5,500
	5310	OFFICE SUPPLIES	465	438	500	500	500
	5350	OPERATING SUPPLIES	4,260	475	6,000	5,000	5,000
	5420	OFFICE EQUIPMENT	-	1,716	1,502	2,000	2,000
	5715	PROFESSIONAL DEVELOPMENT	2,970	3,683	3,000	4,500	4,500
	SUBTOTAL		20,557	17,514	29,002	29,000	29,000
	TOTAL POLICE CENTRAL DISPATCH		827,128	796,714	903,950	939,287	939,287

POLICE ANIMAL CONTROL			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012161	POLICE ANIMAL CONTROL SALARIES						
	5110	REG WAGES	67,189	69,454	71,035	71,035	71,035
	5120	OVERTIME	7,851	9,243	10,000	10,000	10,000
	5187	RETRO WAGES	1,419	-	-	-	-
	SUBTOTAL		76,459	78,697	81,035	81,035	81,035
012162	POLICE ANIMAL CONTROL EXPENSES						
	5294	CLOTHING ALLOWANCE	997	780	1,000	1,000	1,000
	5295	OTHER SERV	4,792	3,612	5,000	5,000	5,000
	5310	OFFICE SUPPLIES	-	30	300	300	300
	5350	OPERATING SUPPLIES	685	100	1,000	1,000	1,000
	SUBTOTAL		6,474	4,522	7,300	7,300	7,300
	TOTAL POLICE ANIMAL CONTROL		82,933	83,219	88,335	88,335	88,335

POLICE DEPARTMENT

POLICE EMERGENCY PREPAREDNESS		FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012171	EMERGENCY PREP SALARIES					
	5130 PART TIME	1,496	1,500	1,550	1,550	1,550
	SUBTOTAL	1,496	1,500	1,550	1,550	1,550
012172	POLICE - EMERGENCY PREP EXPENSES					
	5220 TELEPHONE	678	666	700	700	700
	5310 OFFICE SUPPLIES	140	331	300	300	300
	5350 OPERATING SUPPLIES	533	851	2,500	2,500	2,500
	5360 REPAIR PARTS/EQUIP	16,916	16,959	17,000	17,000	17,000
	SUBTOTAL	18,267	18,807	20,500	20,500	20,500
	TOTAL POLICE EMERGENCY PREP	19,763	20,307	22,050	22,050	22,050

POLICE PARKING CONTROL		FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012181	PARKING CONTROL SALARIES					
	5110 REG WAGES	57,623	61,926	65,752	65,752	65,752
	5120 OVERTIME	1,018	931	1,200	1,200	1,200
	5130 PART TIME	16,736	21,329	20,931	22,121	22,121
	5187 RETRO WAGES	1,412	-	-	-	-
	SUBTOTAL	76,789	84,186	87,883	89,073	89,073
012182	PARKING CONTROL EXPENSES					
	5294 CLOTHING ALLOWANCE	1,088	782	1,000	1,000	1,000
	5310 OFFICE SUPPLIES	12,797	14,938	20,000	20,000	20,000
	5350 OPERATING SUPPLIES	20,217	21,481	30,000	30,000	30,000
	SUBTOTAL	34,102	37,201	51,000	51,000	51,000
012181	PARKING CONTROL SALARIES					
	5831 FROM RESERVE FUNDS	(76,789)	(82,636)	(87,883)	(89,073)	(89,073)
	SUBTOTAL	(76,789)	(82,636)	(87,883)	(89,073)	(89,073)
012182	PARKING CONTROL EXPENSES					
	5831 FROM RESERVE FUNDS	(34,102)	(48,180)	(51,000)	(51,000)	(51,000)
	SUBTOTAL	(34,102)	(48,180)	(51,000)	(51,000)	(51,000)
	TOTAL PARKING CONTROL	-	(9,429)	-	-	-

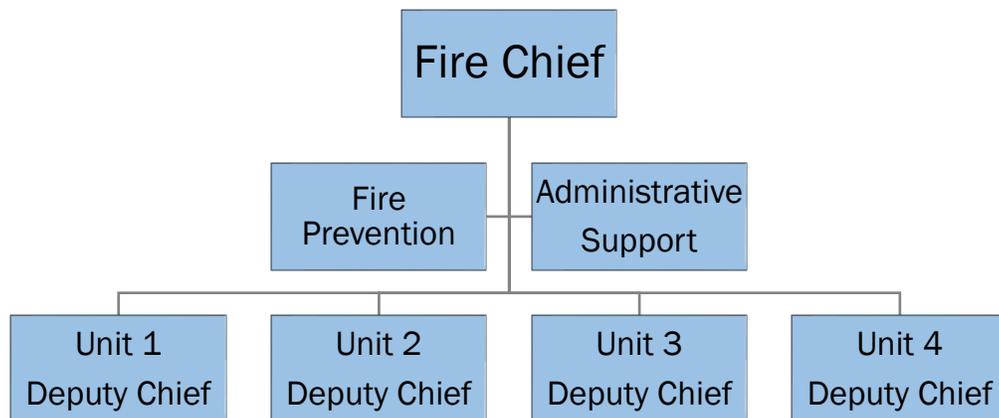
FIRE RESCUE



Mission Statement

The mission of Andover Fire Rescue is to serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies. The organization provides professional services such as fire suppression, EMS, technical rescue, and hazardous materials response.

Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs. We are dedicated to assisting those in need regardless of the severity of the problem.



FIRE RESCUE

Department Description

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

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

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

The Emergency Medical Services Division provides emergency medical service for those requiring Basic Life Support and assists the fire suppression division when necessary. The ambulance personnel also respond to fire alarms and other non-medical emergencies to provide medical assistance to both civilian and emergency personnel. Residents and non-residents are billed for the ambulance service through the utilization of a third-party insurance billing agency.

The Fire Prevention Division personnel ensure that state fire codes and permitting processes are followed in the construction of new buildings and the rehabilitation of older occupancies. This division is responsible for the implementation and supervision of all fire and life safety inspection programs within the Town of Andover. Public education programs specific to target audiences such as children and the elderly are also organized through this division.

The Training Division is coordinated by a Deputy Chief who has the additional responsibility of the Training Officer. The Training Officer develops training programs and instructors deliver additional training programs to all Andover Fire Rescue personnel from the Massachusetts Fire Academy and additional certifying agencies. All personnel are required to participate in several hundred hours of instruction on an annual basis on topics that include: technical rescue, basic firefighting skills, hazardous materials response, emergency medical response, information technology, and other incident specific programming.

The Maintenance Division in conjunction with Municipal Services Department personnel is supervised by the Andover Fire Rescue Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for 14 vehicles and scores of hydraulic, pneumatic, electric and gas powered hand tools. This program is in place to ensure effective and economical operation of all motorized equipment. Duties include: preventive maintenance checks for all engine companies and truck companies; the testing of all fire apparatus annually in accordance with N.F.P.A. standards; annual certification of all S.C.B.A. cylinders in accordance with factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24 hour emergency on-call service by vehicle maintenance for all Fire Rescue equipment; and also assists in the development of fire apparatus and emergency equipment specifications.

The Fire Investigation Unit is coordinated by the fire investigator who responds to all fires that are suspicious in nature. Working with federal, state and local law enforcement agencies, all suspicious fires are thoroughly investigated and when necessary, followed up through the utilization of the judicial system, resulting in legal process. This unit also deals closely with the Juvenile Fire Setter Program sponsored by the Commonwealth of Massachusetts to address the concerns and treatment of juvenile fire setters.

FIRE RESCUE

Vision Statement

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

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

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

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

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

- ◆ Implementation of a unified and functional organizational structure that will include the increasing of staff and incident response personnel.
- ◆ A responsive organizational structure that will openly communicate and respond to the personnel and the citizens within community.
- ◆ Development of adequate facilities that are properly located and designed so as to provide optimum response time and quality service delivery.
- ◆ Creation of additional community outreach opportunities through increased public education, public relations and fire prevention programs.
- ◆ Embracing training programs that are comprehensive and inclusive of core firefighting and Emergency Medical Service competencies as well as technical rescue skills.
- ◆ Utilization of existing information technology to provide access to reliable statistical and safety information in an effort to minimize safety concerns.
- ◆ Development of a fully integrated and interoperable radio communications system that will provide increase firefighter safety at all multi-agency responses.
- ◆ Development and implementation of a complete wellness program to ensure all personnel are physically healthy and mentally fit.
- ◆ Promoting and maintaining a positive work environment.

Value Statement

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

FY2020 Objectives

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

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

Facilities – A planned schedule for the acquisition, replacement or renovation of the Andover Fire Rescue facilities.

- ◆ Collaborate with many town committees to design and begin construction of the Ballardvale Fire Station facility replacement on 161 Andover Street.
- ◆ Continue dialogue with community partners to develop a plan for emergency access to the Merrimack

FIRE RESCUE

River for rescue purposes.

- ◆ Complete communications reliability upgrades with fiber optic and microwave network.
- ◆ Collaborate with Municipal Services to complete the rehabilitation of the lavatory and HVAC areas of Station #3.

Personnel – Analyze staffing needed for positions both staff and fire rescue, through the reorganization of Andover Fire Rescue to ensure safe staffing levels on all organizational levels.

- ◆ Analyze methods of which to retain all current personnel and staffing.
- ◆ Hiring of up to five replacement personnel that have retired or separated from the organization.
- ◆ Continue to utilize new employee evaluation and skills program.
- ◆ Provide educational opportunities to all personnel seeking professional development.
- ◆ Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education opportunities.
- ◆ Continue to advocate for the funding to staff the Ladder Aide position full time on Ladder 1.

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

- ◆ Continue to develop public education programs with local media.
- ◆ Increase pre-incident planning that includes the use of information technology and GIS systems.
- ◆ Maintain and increase station open houses and safety house activities.
- ◆ Deliver risk prevention education programming within the schools.
- ◆ Develop and implement programming for target groups such as the elderly and adolescents.
- ◆ Continue to apply and receive grant funding for fire prevention and injury risk program delivery.

Training - Develop and deliver a comprehensive training and educational program designed to build team effectiveness and individual career development.

- ◆ Continue to enhance relationships with DFS to establish representation on all statewide training initiatives.
- ◆ Initiate a plan to attain EMS accreditation.
- ◆ Maintain annual training programs for all Andover Fire Rescue personnel to include active shooter response, Incident Command System, basic firefighting training, hazardous materials response training and swift water rescue training.
- ◆ Continue the implementation of the probationary progress review program.
- ◆ Continue to promote Andover as a location to sponsor fire, rescue, and EMS training deliveries for the Merrimack Valley region.

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

- ◆ Implement a voluntary wellness and physical fitness program.
- ◆ Continue to upgrade all obsolete fitness equipment within the fire stations.
- ◆ Perform annual flow testing on all Self Contained Breathing Apparatus and hydrostatic testing on all cylinders.
- ◆ Maintain labor/management safety committee dialogue.
- ◆ Provide for individual fit testing annually.
- ◆ Address any safety deficiencies that exist immediately.
- ◆ Maintain a personal protective clothing program which replaces 20% of safety garments annually.

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

- ◆ Maintain capital replacement program for all apparatus and staff vehicles.
- ◆ Replace Ladder Tower 2 with a new ladder.
- ◆ Maintain the existing preventive maintenance programs currently in place.
- ◆ Purchase state-of-the-art apparatus diagnostic testing equipment for troubleshooting.
- ◆ Maintain annual pump testing program.
- ◆ Maintain the annual ladder testing program.
- ◆ Maintain the annual hose testing program.
- ◆ Investigate additional revenue streams that include the servicing of non-department apparatus.

Emergency Medical Services – A planned schedule for funding to increase the capabilities of EMS services to the community, increase the quality of care, reduce response times, and to develop innovative

FIRE RESCUE

revenue streams to lessen the impact on the annual budget.

- ◆ Continue to provide quality patient care to all citizens within the Town of Andover and meet response time requirements as set forth by the NFPA and AHA.
- ◆ Obtain Class V ambulance licensing for Engine 2.
- ◆ Continue with the customer service survey program.
- ◆ Sustain EMS Quality Assurance and Training program.
- ◆ Investigate additional EMS revenue streams to include the introduction of ALS and non-emergent in home patient care in conjunction with our affiliate hospital.
- ◆ Continue to implement EMS Standard Operating Guidelines.
- ◆ Develop a plan to provide increased EMS coverage for large scale events.

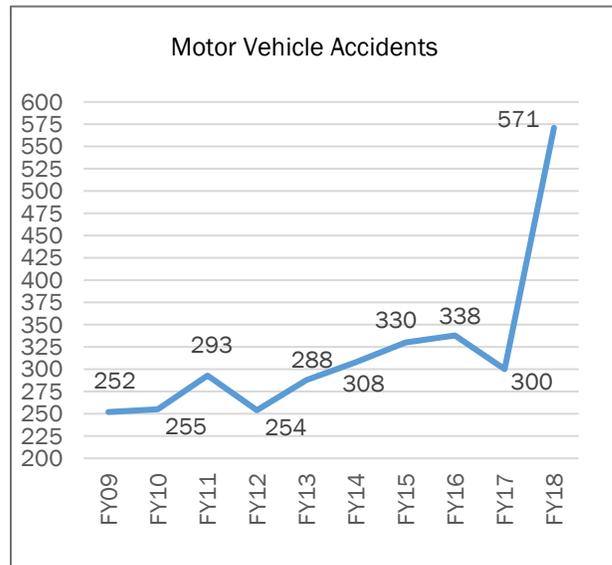
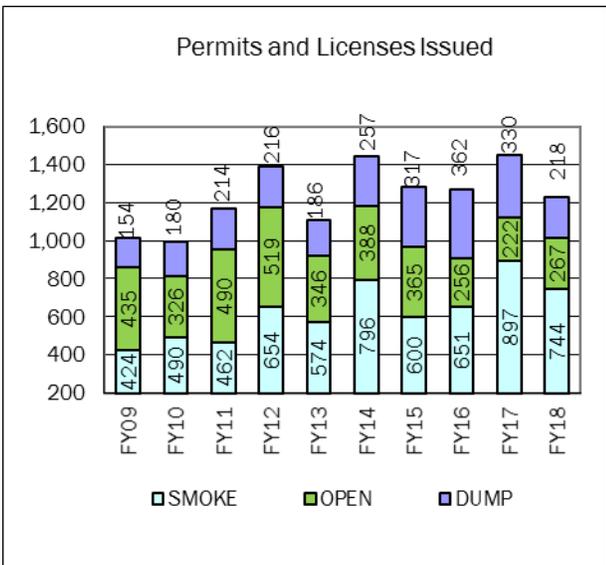
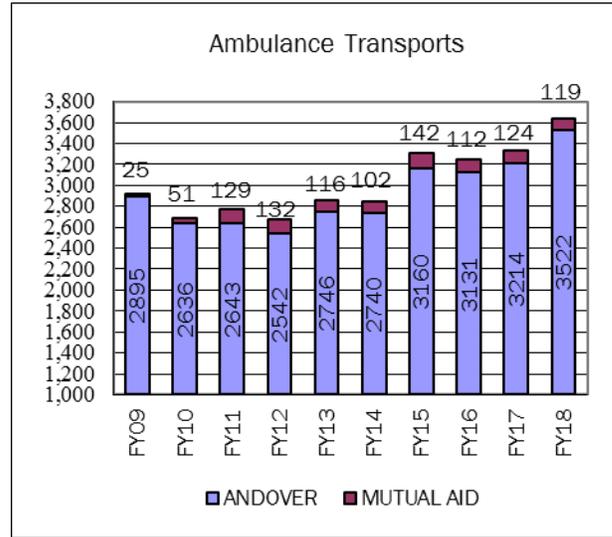
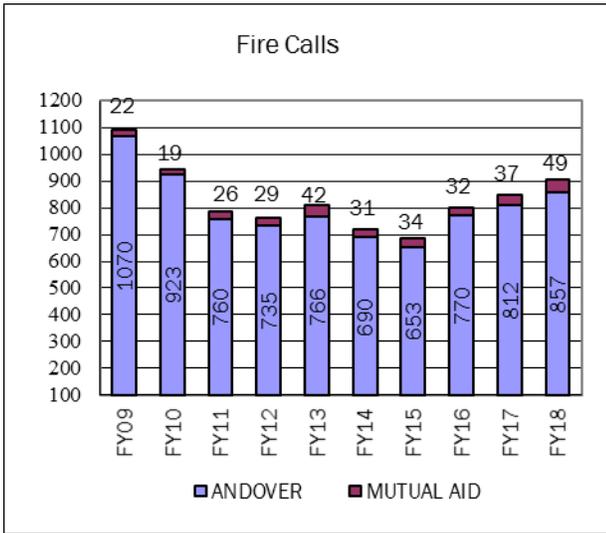
Water Supply – A plan in which to increase the capability and reliability of the current water supply system in an effort to reduce potential fire loss within the community.

- ◆ Develop a plan to add additional fire protection water supply capabilities in areas of the community that lack such resources.
- ◆ Assist the water department with the continuance of a hydrant replacement program.
- ◆ Assist the water department with a public education program related to the hydrant flushing program.

		<u>FTE</u>	<u>FTE</u>	<u>FTE</u>	<u>REQ</u>	<u>TMREC</u>	<u>TMREC</u>
		<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2020</u>	<u>FY2020</u>
FIRE-RESCUE							
M-3	Fire Chief	1.0	1.0	1.0	1.0	1.0	159,287
I-16	Executive Secretary	1.0	1.0	1.0	1.0	1.0	71,994
I-12	Office Assistant II	1.0	1.0	1.0	1.0	1.0	58,890
H	Deputy Chief	4.0	4.0	4.0	4.0	4.0	525,342
G	Lieutenant	13.0	13.0	13.0	13.0	13.0	1,331,457
F	Firefighter	52.0	52.0	52.0	52.0	52.0	4,148,367
	Unclassified						192,586
GRAND TOTAL		72.0	72.0	72.0	72.0	72.0	6,487,923

FIRE RESCUE

FIRE RESCUE PERFORMANCE STATISTICS



FIRE RESCUE

FIRE RESCUE DEPARTMENT			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012201	FIRE RESCUE SALARIES						
	5110	REG WAGES	5,676,136	5,747,644	6,477,682	6,487,923	6,487,923
	5111	ILD INJURED ON DUTY	53,209	140,275	-	-	-
	5123	OVERTIME	1,099,913	1,268,150	1,200,000	1,200,000	1,200,000
	5151	LADDER AIDE OVERTIME	-	45,933	100,000	450,000	300,000
	5187	RETRO WAGES	5,583	1,094,481	-	-	-
	5189	UNCLASSIFIED PAY	-	-	-	-	-
	SUBTOTAL		6,834,841	8,296,483	7,777,682	8,137,923	7,987,923
012202	FIRE RESCUE EXPENSES						
	5211	ELECTRIC	16,420	11,980	11,500	14,000	11,500
	5213	NATURAL GAS /OIL	11,890	10,569	10,000	10,000	10,000
	5220	TELEPHONE	12,311	13,320	15,000	15,000	15,000
	5271	CREDIT CARD FEES	52	71	150	150	150
	5281	REPAIRS/BUILDING	1,861	892	2,500	2,500	2,500
	5285	REP/OTHER EQUIP	22,697	28,759	30,000	30,000	30,000
	5287	REPAIRS/RADIO EQUIP	18,894	21,004	18,000	18,000	18,000
	5294	CLOTHING ALLOWANCE	91,698	77,988	85,900	85,900	85,900
	5E+05	PROTECTIVE CLOTHING	73,085	35,567	38,000	42,000	42,000
	5E+05	TRAINING	22,291	20,150	25,000	25,000	25,000
	5E+05	AMBULANCE BILLING FEES	49,475	46,382	53,000	58,000	54,000
	5296	MEDICAL EXPENSES	14,784	35,629	30,000	30,000	30,000
	5310	OFFICE SUPPLIES	6,691	6,111	6,000	6,000	6,000
	5330	SUPPLIES/BUILDING	9,291	8,795	12,000	12,000	12,000
	5350	SUPPLIES/EQUIPMENT	33,030	34,072	45,000	50,000	50,000
	5355	AUTOMOTIVE FUEL	37,267	51,629	48,000	60,000	48,000
	5360	REP/PARTS/EQUIP	3,224	4,408	4,500	4,500	4,500
	5393	SUPPLIES FIREFIGHTING	20,153	43,469	44,600	44,600	44,600
	5430	OTHER EQUIPMENT	3,076	16,011	7,000	7,000	7,000
	5504	TECHNOLOGY	-	-	8,500	8,500	8,500
	5720	TRAVEL/OUT	5,627	1,875	6,000	6,000	6,000
	5730	DUES/SUBSCRIPTIONS	14,906	14,896	16,500	16,500	16,500
	SUBTOTAL		468,723	483,577	517,150	545,650	527,150
012201	FIRE RESCUE SALARIES						
	5811	FROM SALE OF SERVICE	(1,358,274)	(1,358,958)	(1,300,000)	(1,350,000)	(1,350,000)
	SUBTOTAL		(1,358,274)	(1,358,958)	(1,300,000)	(1,350,000)	(1,350,000)
	TOTAL FIRE RESCUE DEPARTMENT		5,945,290	7,421,102	6,994,832	7,333,573	7,165,073

DEPARTMENT OF PUBLIC WORKS



Mission Statement

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



DEPARTMENT OF PUBLIC WORKS

Department Description

The Administration/Business Office oversees the operations of finances for Public Works and Facilities departments and their various divisions. The Business Office staff coordinates the department's activities, develops and monitors the annual budget, assists in Capital Improvement Program development, accounts payable, financial analysis, prepares personnel and payroll records, coordinates the hiring of new employees, manages labor agreement issues, develops and implements departmental policies, coordinates the administrative support for all divisions, and handles all public inquiries. The Business Office staff are also responsible for administrative support for the following: major construction and capital improvement projects, the work control center function which includes the computerized work order system, all vehicle maintenance tracking, Town and School access control security systems, the central vehicle fuel depot (which utilizes a computerized access and tracking system) utility and fuel contracts for all Town & School accounts., purchasing and inventory management for all materials, the Bald Hill leaf composting finances including permit sales and customer interface. This division also schedules the use and rental of all School buildings, Town and School fields and the Town House function hall to non-profit groups, private organizations, individuals and Town and School activities.

The Engineering Division provides project planning, "problem" study and resolution, and oversees most construction whether conducted by the Town or by contractor to ensure compliance with project plans. Oversees and inspects all subdivision construction to insure compliance with Town standards within areas that may be presented for acceptance and perpetual maintenance. Engineering also reviews all street openings and maintains liaison with State and area municipal Public Works departments on joint projects. The division handles citizen requests for information and provides engineering assistance to other Town departments and divisions such as Water, Sewer, Highway, Forestry, and Community Development and Planning. Maintenance of portions of the Town wide GIS system and coordination of the implementation activities of the Town's Stormwater Management Program, which is necessary to comply with the Federal NPDES Phase II Storm Water Regulations, are also done by the division.

The Highway Division is responsible for maintenance and construction of all the roadways (including curbs), sidewalks, guardrails, storm drains, culverts and catch basin structures. Highway is also responsible for snow and ice control during the wintertime with the assistance of the other divisions. The Highway Division is also responsible for all street sign installations and repairs, and for all required street/parking lot markings. The Highway Division is also responsible for Snow & Ice Maintenance and Removal including but not limited to plowing and treating the roadways, sidewalks and Town owned parking lots.

The Parks & Grounds, Forestry and Cemetery Divisions:

Parks & Grounds is responsible for all School and Town grounds maintenance and snow removal at Town facilities, sports fields, parks, irrigation systems and a variety of other duties, including trash pickup at the parks and School sites. This division maintains over 120 acres of sports fields. They also service all of their own equipment and as well as School snow blowers.

Forestry is responsible for the care and maintenance of all Town public shade trees and roadside vegetation. There are approximately 200 miles of roadways in Andover. Annual roadside mowing is done on approximately 75 miles of roadways. This division also maintains the Bald Hill leaf composting facility.

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

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

The Solid Waste/Recycling Division is responsible for managing the Town's Solid Waste and Recycling contracts, which include the curbside collection of rubbish, leaves, and recyclables including mixed residential paper, #1 thru #5 and #7 plastics, corrugated cardboard, aluminum, glass, and steel/tin containers. The Town's rubbish is brought to the Covanta waste-to-energy facility in Haverhill. The division also manages the drop off collections for household hazardous waste (HHW) and the CRT/Electronic recycling events. More detailed information is available in the "Recycling and Trash Guide for Residents".

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

DEPARTMENT OF PUBLIC WORKS

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

FY2020 Objectives

DIVISION: ADMINISTRATION/BUSINESS OFFICE

- ◆ Continue updating the long and short range plans for the department.
- ◆ Maintain and improve relationships with the Community.
- ◆ Insure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- ◆ Sustain the existing level of services within the limits Proposition 2-1/2 and other budgetary constraints.
- ◆ Continue the implementation of the CMMS, Computerized Management Maintenance System (citizen request module, work order generation and asset management).
- ◆ Implement planned capital projects
- ◆ Support the Town and School energy conservation program.
- ◆ Promote the Town House function facility to increase rental activity.
- ◆ Work with Town and Youth Sports Groups to best utilize the Town fields.
- ◆ Review policies, procedures and fee schedules to optimize efficiencies and increase revenues.
- ◆

DIVISION: ENGINEERING

- ◆ To provide survey, design, and construction inspection for water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to insure compliance with Town and safety standards.
- ◆ Provide engineering assistance for the annual road maintenance and reconstruction/resurfacing program.
- ◆ Provide quality engineering assistance to other Town agencies and the public.
- ◆ Coordinate the construction and design of the expanding sanitary sewer system to meet the growing needs of the community and to address individual concerns.
- ◆ Coordinate the implementation of the town-wide Storm water Management Program in order to comply with the requirements of the new Federal NDPES Phase II Storm water regulations.

DIVISION: HIGHWAY

- ◆ Maintain and improve the transportation quality of the Town's roads as funds allow.
- ◆ Ensure that the Town's drainage system meets the requirements of the Federal Government's Phase 2 standards for discharge of polluting materials by implementing Best Management Practices and design control measures.
- ◆ Maintain signs and pavement markings on our roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- ◆ Improve handicap accessibility of our sidewalks.

DIVISION: PARKS & GROUNDS, FORESTRY, and CEMETERY

- ◆ Implement planned field improvement projects
- ◆ Implement/support planned capital projects
- ◆ Continue the Street Tree Replanting program
- ◆ Provide support for the major construction projects
- ◆ Explore school and town field maintenance improvements.
- ◆ Continue support to the Bald Hill composting and brush grinding programs

DIVISION: SEWER

- ◆ Operations have begun at the newly rehabilitated Greater Lawrence Sanitary District (GLSD) plant with the completion of the two facility projects to construct the sewerage digesters and the sludge-to-fertilizer plant. This allows area communities to be self-sufficient in the disposal of bio-solids created as a by-product of wastewater treatment process, replacing the former incineration and long distance trucking methods for disposal.
- ◆ Maintain the integrity of the existing collection system.
- ◆ Implement an operational maintenance plan associated with the eleven sewer pumping stations.

DEPARTMENT OF PUBLIC WORKS

- ◆ Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- ◆ Develop alternatives that will minimize costs to the Town of Andover for implementing federally mandated construction projects designed to eliminate Combined Sewer Overflows that occur in the Greater Lawrence Sanitary District (GLSD) of which we are part. Explore additional waste to energy opportunities with bio-waste.
- ◆ Construction of an additional Bio digester is near completion at GLSD, allowing the district to produce enough electricity to power the plant independently with up to 3.2 megawatts of power, which is sufficient to provide the electrical needs at GLSD and the offsite pumping stations via net metering.

DIVISION: SOLID WASTE

- ◆ Manage the Town's solid waste curbside collection contracts for rubbish and recyclable materials to ensure a high level of satisfaction from the residents and other municipal departments.
- ◆ Evaluate the options for collecting our solid waste materials to ensure that we are using the most cost effective/environment-friendly methods possible.
- ◆ Continue to support the School Recycling Initiative Program across the district.
- ◆ Investigate all possible options for waste disposal available to the Town of Andover.

DIVISION: VEHICLE MAINTENANCE

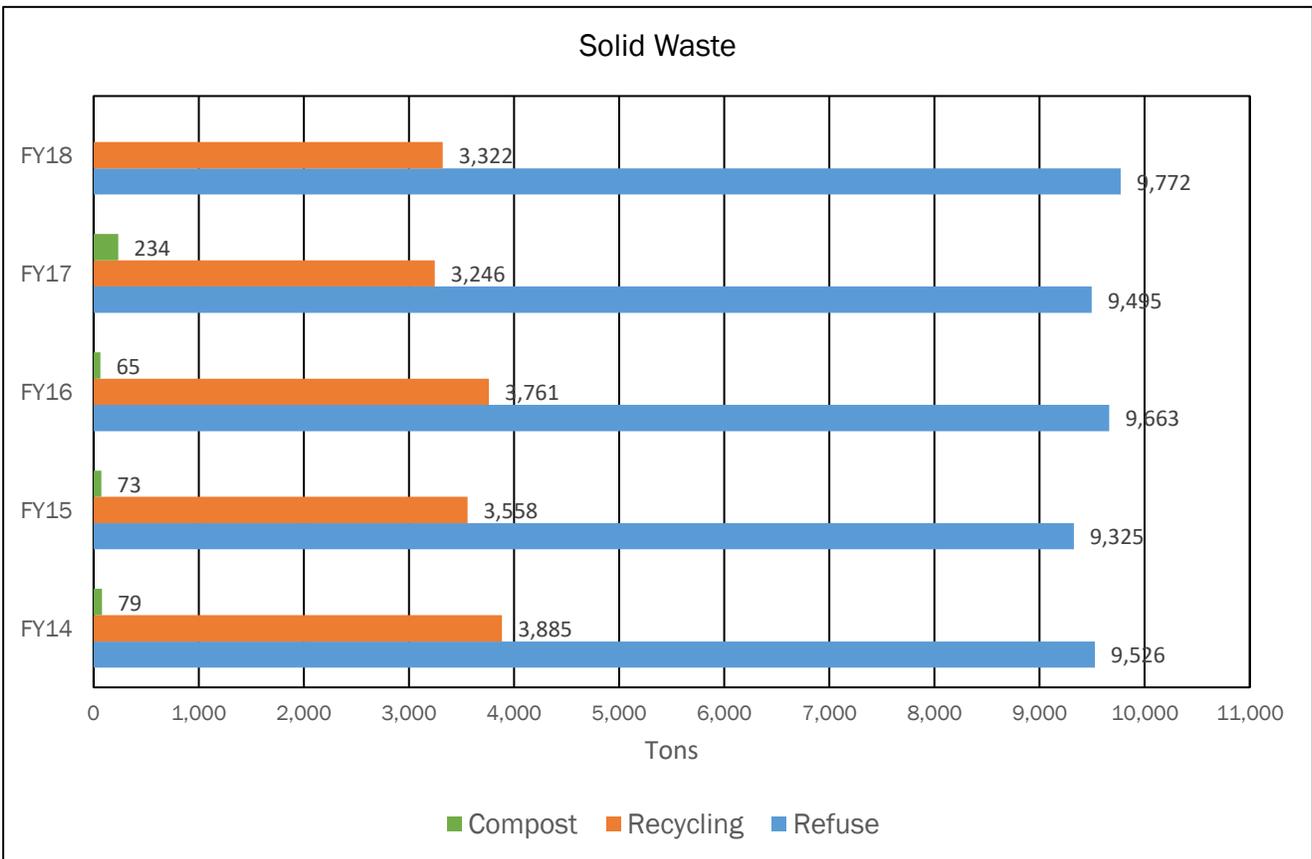
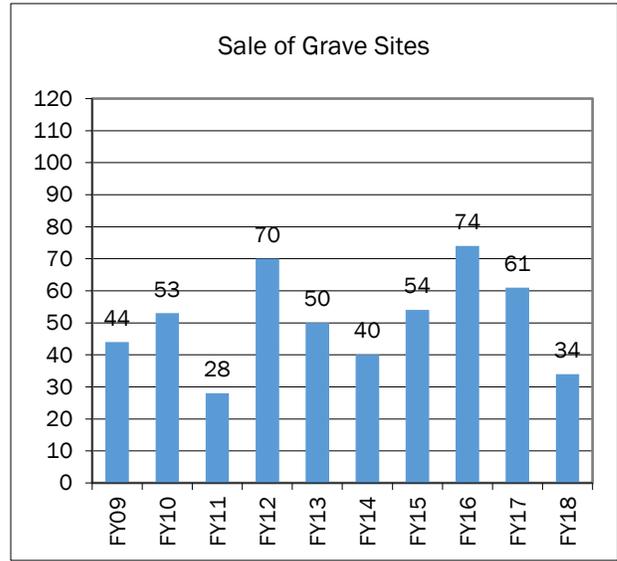
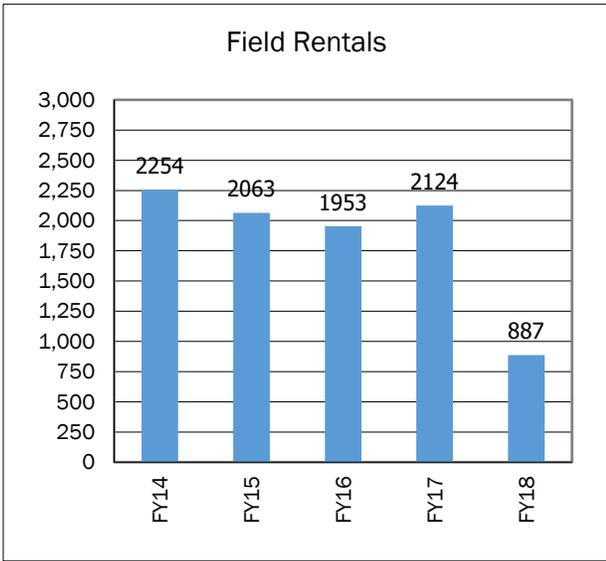
- ◆ Provide support to CIP vehicle purchases for all departments
- ◆ Provide support to Highway snow removal operations
- ◆ Continue to investigate/upgrade of the Vehicle Fuel Dispensing System

DIVISION: WATER

- ◆ To provide the highest quality drinking water that meets all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- ◆ Perform town wide sample collection and testing for compliance with EPA tri-annual lead and copper program.
- ◆ Explore large water meter/commercial account expansion.
- ◆ Implement conservation activities and source water protection plans.
- ◆ Maintain the transmission infrastructure and continue the water main flushing program. The flushing program will continue to be conducted during the day or night when homeowners and businesses are least affected. The program will also continue to be done by zones to maximize cleaning while minimizing disruption to the system.
- ◆ Project planning for upgrade of electrical feeders and sub-stations at WTP.

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS PERFORMANCE STATISTICS



DEPARTMENT OF PUBLIC WORKS

	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>REQ</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>
PUBLIC WORKS						
<u>DPW ADMINISTRATION</u>						
M-3	Director of Public Works	1.0	1.0	1.0	1.0	135,234
IE-26	Business Manager (Moved to Business Office FY19)	1.0	1.0			
IE-16	Administrative Secretary	1.0	1.0	1.0	1.0	60,964
	Unclassified					16,403
		3.0	3.0	2.0	2.0	212,601
<u>DPW/FACILITIES BUSINESS OFFICE</u>						
IE-28	Business Manager			1.0	1.0	108,184
IE-14	Facilities Coordinator			0.4	0.5	32,664
IE-12	Office Assistant II			1.6	1.6	89,451
				3.0	3.1	230,299
<u>ENGINEERING</u>						
I-28	Town Engineer	1.0	1.0	1.0	1.0	105,545
I-26	Asst. Town Engineer	1.0	1.0	1.0	1.0	99,364
I-22	Construction Inspector	1.0	1.0	1.0	1.0	83,898
		3.0	3.0	3.0	3.0	288,807
<u>HIGHWAY</u>						
I-28	Assistant Director/Superintendent	1.0	1.0	1.0	1.0	115,545
I-26	General Foreman	1.0	1.0	1.0	1.0	98,869
W-9	Working Foreman	1.0	1.0	1.0	1.0	68,225
W-5	Maint/Craftsman	1.0	1.0	1.0	1.0	59,532
W-4	Equipment Operator II	7.0	7.0	7.0	7.0	403,751
W-3	Equipment Operator I	4.0	4.0	4.0	4.0	219,237
		15.0	15.0	15.0	15.0	965,159
<u>FORESTRY</u>						
W-9	Working Foreman	1.0	1.0	1.0	1.0	66,143
W-5	Tree Climber	3.0	3.0	3.0	3.0	173,585
		4.0	4.0	4.0	4.0	239,728
<u>SPRING GROVE CEMETERY</u>						
W-10	Working Foreman	1.0	1.0	1.0	1.0	70,602
W-4	Grader/Equipment Operator II	1.0	1.0	1.0	1.0	58,530
W-2	Laborer II	1.0	1.0	1.0	1.0	54,820
		3.0	3.0	3.0	3.0	183,952
<u>PARKS & GROUNDS</u>						
I-28	Superintendent	1.0	1.0	1.0	1.0	105,651
W-9	Working Foreman	1.0	1.0	1.0	1.0	68,225
W-4	Equipment Operator II	1.0	1.0	1.0	1.0	58,480
W-2	Laborer II	4.0	4.0	4.0	4.0	216,538
		7.0	7.0	7.0	7.0	448,894
<u>VEHICLE MAINTENANCE</u>						
W-13	Working Foreman	1.0	1.0	1.0	1.0	77,436
W-12	Emergency Vehicle Technician	1.0	1.0	1.0	1.0	75,113
W-9	Mechanic	2.0	2.0	2.0	2.0	135,791
		4.0	4.0	4.0	4.0	288,340
GEN. FUND TOTAL		39.0	39.0	41.0	41.1	2,857,780

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS		FY2017	FY2018	FY2019	FY2020	FY2020
		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TM REC
DPW ADMINISTRATION						
	PERSONAL SERVICES	311,952	315,030	210,837	213,101	213,101
	OTHER EXPENSES	18,972	21,651	1,000	1,150	1,150
	TOTAL DPW ADMINISTRATION	330,924	336,681	336,681	214,251	214,251
DPW/FACILITIES BUSINESS OFFICE						
	PERSONAL SERVICES	-	-	239,423	256,799	256,799
	OTHER EXPENSES	-	-	16,150	17,150	17,150
	TOTAL DPW/FACILITIES BUSINESS OFFICE	-	-	255,573	273,949	273,949
DPW ENGINEERING						
	PERSONAL SERVICES	300,422	288,933	295,481	303,807	298,807
	OTHER EXPENSES	83,495	98,378	87,450	91,050	91,050
	TOTAL ENGINEERING	383,917	387,311	382,931	394,857	389,857
DPW HIGHWAY						
	PERSONAL SERVICES	1,034,158	1,067,419	1,109,800	1,115,559	1,107,559
	OTHER EXPENSES	750,748	486,361	525,600	536,400	515,098
	TOTAL HIGHWAY	1,784,906	1,553,780	1,635,400	1,651,959	1,622,657
DPW SNOW & ICE						
	PERSONAL SERVICES	347,086	405,757	198,000	198,000	198,000
	OTHER EXPENSES	1,778,616	1,773,251	1,049,000	1,049,000	1,049,000
	TOTAL SNOW & ICE	2,125,702	2,179,008	1,247,000	1,247,000	1,247,000
DPW SOLID WASTE						
	PERSONAL SERVICES	7,150	5,291	7,200	7,400	7,400
	OTHER EXPENSES	2,537,520	2,342,234	2,581,218	2,982,646	2,802,646
	TOTAL SOLID WASTE	2,544,670	2,347,525	2,347,525	2,990,046	2,810,046
DPW FORESTRY						
	PERSONAL SERVICES	268,307	280,248	282,324	280,728	275,728
	OTHER EXPENSES	65,396	100,431	90,250	135,050	118,250
	TOTAL FORESTRY	333,703	380,679	372,574	415,778	393,978
DPW SPRING GROVE CEMETERY						
	PERSONAL SERVICES	202,660	240,672	205,632	213,952	204,952
	OTHER EXPENSES	26,871	21,466	37,645	44,945	44,945
	FROM SALE OF SERVICE	(62,524)	(64,413)	(60,000)	(60,000)	(60,000)
	TOTAL SPRING GROVE CEMETERY	167,007	197,725	197,725	198,897	189,897
DPW PARKS & GROUNDS						
	PERSONAL SERVICES	505,669	516,443	565,391	568,894	568,894
	OTHER EXPENSES	91,261	114,912	106,850	133,850	131,850
	TOTAL PARKS & GROUNDS	596,930	631,355	672,241	702,744	700,744
DPW VEHICLE MAINTENANCE						
	PERSONAL SERVICES	311,414	323,737	333,640	332,840	332,840
	OTHER EXPENSES	435,630	413,769	470,500	501,200	501,200
	TOTAL VEHICLE MAINTENANCE	747,044	737,506	804,140	834,040	834,040
TOTAL DPW						
	SALARIES	3,288,818	3,443,530	3,447,728	3,491,080	3,464,080
	EXPENSES	5,788,509	5,372,453	4,965,663	5,492,441	5,272,339
		9,077,327	8,815,983	8,413,391	8,983,521	8,736,419
	FROM SALE OF SERVICE	(62,524)	(64,413)	(60,000)	(60,000)	(60,000)
	TOTAL DPW	9,014,803	8,751,570	8,353,391	8,923,521	8,676,419

DEPARTMENT OF PUBLIC WORKS

DPW ADMINISTRATION			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014211	DPW ADMINISTRATION SALARIES						
	5110	REG WAGES	296,540	299,033	210,837	212,601	212,601
	5120	OVERTIME	-	132	-	500	500
	5130	PART-TIME	9,907	13,065	-	-	-
	5187	RETRO WAGES	5,505	2,800	-	-	-
	SUBTOTAL		311,952	315,030	210,837	213,101	213,101
014212	DPW ADMINISTRATION EXPENSES						
	5294	CLOTHING ALLOWANCE	-	-	-	150	150
	5255	SOFTWARE SUPPORT	6,600	7,400	-	-	-
	5715	PROFESSIONAL DEVELOPMENT	-	1,885	1,000	1,000	1,000
	5770	CUSTODIAL SERVICES	12,372	12,366	-	-	-
	SUBTOTAL		18,972	21,651	1,000	1,150	1,150
TOTAL DPW ADMINISTRATION			330,924	336,681	211,837	214,251	214,251

DPW/FACILITIES BUSINESS OFFICE			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014201	DPW/FACILITIES BUSINESS OFFICE SALARIES						
	5110	REG WAGES			97,443	108,184	108,184
	5120	OVERTIME			5,000	5,000	5,000
	5130	PART-TIME			115,480	122,115	122,115
	5140	SEASONAL			20,000	20,000	20,000
	5152	SPECIAL EVENT OVERTIME	-	-	1,500	1,500	1,500
	SUBTOTAL		-	-	239,423	256,799	256,799
014202	DPW/FACILITIES BUSINESS OFFICE EXPENSES						
	5255	SOFTWARE SUPPORT	-	-	15,000	15,000	15,000
	5294	CLOTHING ALLOWANCE	-	-	150	150	150
	5715	PROFESSIONAL DEVELOPMENT	-	-	1,000	2,000	2,000
	SUBTOTAL		-	-	16,150	17,150	17,150
TOTAL DPW/FACILITIES BUSINESS OFF			-	-	255,573	273,949	273,949

DEPARTMENT OF PUBLIC WORKS

DPW ENGINEERING PUBLIC WORKS		FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 DEPT REQ	FY2020 TOWN MGR
014101	ENGINEERING SALARIES					
	5110 REG WAGES	286,618	279,363	285,481	288,807	288,807
	5120 OVERTIME	1,097	-	-	-	-
	5130 PART-TIME	-	-	-	-	-
	5140 SEASONAL	7,213	9,570	10,000	15,000	10,000
	5187 RETRO WAGES	5,494	-	-	-	-
	SUBTOTAL	300,422	288,933	295,481	303,807	298,807
014102	ENGINEERING EXPENSES					
	5282 REP-OFFICE EQUIP	2,150	631	2,750	2,750	2,750
	5294 CLOTHING ALLOWANCE	-	-	450	750	750
	5295 OTHR SVCS	876	458	700	700	700
	5298 STORM WATER MGMT	69,389	81,501	70,000	70,000	70,000
	5310 OFFICE SUP	445	8,513	1,000	2,000	2,000
	5380 MIN APPARATUS/TOOLS	790	326	1,200	1,500	1,500
	5395 OTH COMM	9,343	6,836	10,650	10,650	10,650
	5710 TRAVEL	415	83	300	300	300
	5715 PROF DEV	-	-	-	2,000	2,000
	5730 DUES/SUBSCRIPTIONS	87	30	400	400	400
	SUBTOTAL	83,495	98,378	87,450	91,050	91,050
	TOTAL ENGINEERING	383,917	387,311	382,931	394,857	389,857

DPW HIGHWAY PUBLIC WORKS		FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 DEPT REQ	FY2020 TOWN MGR
014221	HIGHWAY SALARIES					
	5110 REG WAGES	894,574	931,529	969,800	967,559	967,559
	5120 OVERTIME	121,094	123,736	117,000	125,000	117,000
	5140 SEASONAL	4,917	4,246	5,000	5,000	5,000
	5152 SPECIAL EVENT OVERTIME	-	7,908	18,000	18,000	18,000
	5187 RETRO WAGES	13,573	-	-	-	-
	SUBTOTAL	1,034,158	1,067,419	1,109,800	1,115,559	1,107,559
014222	HIGHWAY DEPT EXPENSES					
	5220 TELEPHONE	8,945	7,494	10,000	10,000	10,000
	5291 EQUIPMENT RENTAL	32,455	3,240	15,000	15,000	15,000
	5294 CLOTHING ALLOWANCE	5,200	5,350	5,500	6,300	6,300
	5295 OTHR SVCS	164,338	175,657	165,000	175,000	175,000
	5310 OFFICE SUP	1,493	1,395	1,500	1,500	1,500
	5330 SUPPLIES/BUILDING	26,010	26,345	20,000	20,000	20,000
	5355 AUTOMOTIVE FUEL	54,971	68,946	81,000	81,000	59,698
	5360 REP/PARTS/EQUIP	8,848	9,333	10,000	10,000	10,000
	5370 SUPPLIES CONSTRUCTION	321,307	167,392	175,000	175,000	175,000
	5395 OTHER COMMODITIES	8,355	8,072	2,500	2,500	2,500
	5410 MACHINERY/EQUIP	34,556	3,324	20,000	20,000	20,000
	5710 TRAVEL	754	917	600	600	600
	5715 PROFESSIONAL DEVELOPMENT	-	-	5,000	5,000	5,000
	5716 LICENSES & CONTINUING ED	-	-	2,500	2,500	2,500
	5730 DUES/SUBSCRIPTIONS	-	-	1,000	1,000	1,000
	5490 STORM RECOVERY	-	-	11,000	11,000	11,000
	5733 MUNICIPAL SERVICES FACILITY	83,516	8,896	-	-	-
	SUBTOTAL	750,748	486,361	525,600	536,400	515,098
	TOTAL HIGHWAY	1,784,906	1,553,780	1,635,400	1,651,959	1,622,657

DEPARTMENT OF PUBLIC WORKS

DPW SNOW & ICE			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014231	SNOW & ICE SALARIES						
	5120	SNOW OT	347,086	405,757	198,000	198,000	198,000
	SUBTOTAL		347,086	405,757	198,000	198,000	198,000
014232	SNOW & ICE EXPENSES						
	5374	SNOW & ICE MAINT	1,322,589	1,353,991	835,000	835,000	835,000
	5375	ROAD SALT	456,027	419,260	212,000	212,000	212,000
	5376	SAND	-	-	2,000	2,000	2,000
	SUBTOTAL		1,778,616	1,773,251	1,049,000	1,049,000	1,049,000
	TOTAL SNOW & ICE		2,125,702	2,179,008	1,247,000	1,247,000	1,247,000

DPW SOLID WASTE			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014331	SOLID WASTE SALARIES						
	5120	OVERTIME	7,074	5,291	7,200	7,400	7,400
	5187	RETRO WAGES	76	-	-	-	-
	SUBTOTAL		7,150	5,291	7,200	7,400	7,400
014332	SOLID WASTE EXPENSES						
	5250	ADVERTISING	-	-	500	500	500
	5270	PRINTING	-	7	500	500	500
	5295	OTHR SVCS	1,814,213	1,675,656	1,752,364	1,821,061	1,821,061
	5297	RECYCLING SERVICES	673,197	631,849	683,354	1,016,085	936,085
	5299	COMPOSTING PROGRAM	50,110	34,722	44,000	44,000	44,000
		MATERIALS DISPOSAL	-	-	100,000	100,000	-
	5360	REPAIR PARTS/EQUIP	-	-	500	500	500
	SUBTOTAL		2,537,520	2,342,234	2,581,218	2,982,646	2,802,646
	TOTAL SOLID WASTE		2,544,670	2,347,525	2,588,418	2,990,046	2,810,046

DEPARTMENT OF PUBLIC WORKS

DPW FORESTRY		FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014251	FORESTRY SALARIES					
	5110 REG WAGES	229,154	241,100	246,324	239,728	239,728
	5120 OVERTIME	34,766	33,616	30,000	35,000	30,000
	5140 SEASONAL - BALD HILL	1,236	5,532	6,000	6,000	6,000
	5187 RETRO WAGES	3,151	-	-	-	-
	SUBTOTAL	268,307	280,248	282,324	280,728	275,728
014252	FORESTRY EXPENSES					
	5220 TELEPHONE	2,613	2,952	2,000	2,000	2,000
	5250 ADVERTISING	149	-	500	500	500
	5285 REP/OTHER EQUIP	159	-	1,000	1,000	1,000
	5294 CLOTHING ALLOWANCE	1,200	1,600	2,000	2,000	2,000
	5295 OTHR SVCS	22,963	56,116	33,000	65,000	50,000
	5297 RECYCLING - BALD HILL	26,303	10,312	30,000	30,000	30,000
	5330 OPER SUPPLIES	1,047	2,606	4,000	4,000	4,000
	5355 AUTOMOTIVE FUEL	-	-	-	12,800	11,000
	5360 REP/PARTS/EQUIP	1,075	2,965	2,000	2,000	2,000
	5410 MACHINERY/EQUIP	4,586	6,598	2,000	2,000	2,000
	5490 STORM CLEAN-UP	-	9,662	-	-	-
	5710 TRAVEL	8	54	150	150	150
	5715 PROFESSIONAL DEV	-	-	1,600	1,600	1,600
	5716 LICENSES & CONTINUING ED	-	-	1,500	1,500	1,500
	5730 DUES/SUBSCRIPTIONS	3,434	1,865	500	500	500
	5780 STREET/TREE REPLANTING	1,859	5,701	10,000	10,000	10,000
	SUBTOTAL	65,396	100,431	90,250	135,050	118,250
	TOTAL FORESTRY	333,703	380,679	372,574	415,778	393,978

DEPARTMENT OF PUBLIC WORKS

DPW SPRING GROVE CEMETERY			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014271	SPRING GROVE CEMETERY SALARIES						
	5110	REG WAGES	176,635	180,300	184,632	183,952	183,952
	5120	OVERTIME	23,587	27,175	21,000	25,000	21,000
	5140	SEASONAL WAGES	-	33,197	-	5,000	-
	5187	RETRO WAGES	2,438	-	-	-	-
	SUBTOTAL		202,660	240,672	205,632	213,952	204,952
014272	SPRING GROVE CEMETERY EXPENSES						
	5211	ELECTRICITY	1,968	2,255	2,600	2,600	2,600
	5220	TELEPHONE	276	300	400	400	400
	5285	REP/OTHER EQUIP	-	-	600	600	600
	5294	CLOTHING ALLOWANCE	1,315	1,948	1,500	1,500	1,500
	5295	OTHR SVCS	8,587	4,573	10,000	10,000	10,000
	5330	OPERATING SUPPLIES	2,914	2,262	5,000	5,000	5,000
	5335	FUEL OIL	6,707	8,273	8,000	8,000	8,000
	5355	AUTOMOTIVE FUEL	-	-	-	7,300	7,300
	5360	REP/PARTS/EQUIP	2,872	-	2,000	2,000	2,000
	5410	MACHINERY/EQUIP	879	1,520	6,700	6,700	6,700
	5710	TRAVEL	-	-	100	100	100
	5715	PROFESSIONAL DEV	-	-	500	500	500
	5730	DUES/SUBSCRIPTIONS	1,353	335	245	245	245
	SUBTOTAL		26,871	21,466	37,645	44,945	44,945
014912	SPRING GROVE CEMETERY EXPENSES						
	5811	FROM SALE OF SERVICE	(62,524)	(64,413)	(60,000)	(60,000)	(60,000)
	SUBTOTAL		(62,524)	(64,413)	(60,000)	(60,000)	(60,000)
	TOTAL SPRING GROVE CEMETERY		167,007	197,725	183,277	198,897	189,897
DPW PARKS & GROUNDS			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014261	PARKS & GROUNDS SALARIES						
	5110	REG WAGES	412,766	431,045	445,391	448,894	448,894
	5120	OVERTIME	67,004	62,824	70,000	70,000	70,000
	5140	SEASONAL	19,342	21,412	40,000	40,000	40,000
	5152	SPECIAL EVENT OVERTIME	-	1,162	10,000	10,000	10,000
	5187	RETRO WAGES	6,557	-	-	-	-
	SUBTOTAL		505,669	516,443	565,391	568,894	568,894
014262	PARKS & GROUNDS EXPENSES						
	5211	ELECTRICITY	855	-	-	-	-
	5230	FIELDS REVOLVING SUPPORT	-	-	12,000	12,000	12,000
	5285	REP/OTHER EQUIP	-	-	3,000	3,000	3,000
	5294	CLOTHING ALLOWANCE	3,265	2,780	3,150	3,150	3,150
	5295	OTHR SVCS	23,846	9,454	19,000	19,000	19,000
	5330	OPERATING SUPPLIES	38,039	26,057	23,000	23,000	23,000
	5331	PLAYGROUND SUPPLIES	-	273	5,000	5,000	5,000
	5355	AUTOMOTIVE FUEL	-	-	-	17,000	15,000
	5360	REP/PARTS/EQUIP	17,993	31,427	15,000	15,000	15,000
	5410	MACHINERY/EQUIP	-	26,921	10,000	20,000	20,000
	5490	EVENTS	6,079	17,650	15,000	15,000	15,000
	5710	TRAVEL	9	-	100	100	100
	5715	PROFESSIONAL DEV	-	-	1,000	1,000	1,000
	5716	LICENSES & CONTINUING ED	-	-	200	200	200
	5730	DUES/SUBSCRIPTIONS	1,175	350	400	400	400
	5781	GATEWAY PROGRAM	-	-	-	-	-
	SUBTOTAL		91,261	114,912	106,850	133,850	131,850
	TOTAL PARKS & GROUNDS		596,930	631,355	672,241	702,744	700,744

DEPARTMENT OF PUBLIC WORKS

DPW VEHICLE MAINTENANCE		FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014281	VEHICLE MAINT SALARIES					
	5110 REG WAGES	274,669	282,344	289,140	288,340	288,340
	5120 OVERTIME	26,754	40,899	35,000	35,000	35,000
	5140 SEASONAL	6,292	494	9,500	9,500	9,500
	5187 RETRO WAGES	3,699	-	-	-	-
	SUBTOTAL	311,414	323,737	333,640	332,840	332,840
014282	VEHICLE MAINT EXPENSES					
	5283 REP-VHCLS	14,584	19,539	30,000	30,000	30,000
	5285 REPAIRS/OTHER EQUIP	2,056	985	5,000	5,000	5,000
	5293 UNIFORM RENTAL	4,540	2,450	4,500	4,500	4,500
	5294 CLOTHING ALLOWANCE	1,681	2,208	2,000	2,000	2,000
	5295 OTHR SVCS	-	-	-	-	-
	5330 OPERATING SUPPLIES	-	22	-	700	700
	5355 AUTO FUEL	61,960	46,967	65,000	65,000	65,000
	5360 REPAIR/PARTS/EQUIP	56,906	88,330	60,000	65,800	65,800
	5361 OPER SUPPLIES/POLICE	33,961	33,759	45,000	45,000	45,000
	5362 OPER SUPPLIES/FIRE	134,705	112,377	135,000	135,000	135,000
	5363 DPW VEHICLES	114,703	96,079	110,000	134,200	134,200
	5380 MIN APPARATUS/TOOLS	8,797	7,148	8,000	8,000	8,000
	5430 OTH EQUIP	1,300	1,435	2,000	2,000	2,000
	5710 TRAVEL	-	-	500	500	500
	5715 PROFESSIONAL DEV	-	-	1,000	1,000	1,000
	5716 LICENSES & CONTINUING ED	-	2,282	2,000	2,000	2,000
	5730 DUES/SUBSCRIPTIONS	437	188	500	500	500
	SUBTOTAL	435,630	413,769	470,500	501,200	501,200
	TOTAL VEHICLE MAINTENANCE	747,044	737,506	804,140	834,040	834,040

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>REQ</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>
SEWER						
I-24	Project Engineer	1.0	1.0	1.0	1.0	90,702
I-24	GIS Coordinator *					19,823
I-14	Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	55,926
W-9	Working Foreman	1.0	1.0	1.0	1.0	68,555
W-6	Licensed Maintenance	1.0	1.0	1.0	1.0	62,243
SEWER TOTAL		4.0	4.0	4.0	4.0	297,249

	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>REQ</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>
WATER						
I-28	Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	111,967
I-28	Superintendent-Distribution	1.0	1.0	1.0	1.0	111,967
I-26	General Foreman- Distribution	1.0	1.0	1.0	1.0	100,924
I-24	GIS Coordinator *					19,823
I-26	Environmental Compliance Coordinator	1.0	1.0	1.0	1.0	96,967
I-22	Chief Chemist	1.0	1.0	1.0	1.0	82,193
I-16	Junior Civil Engineer	1.0	1.0	1.0	1.0	77,710
I-16	W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	56,198
I-14	Office Coordinator	1.0				
I-14	Office Assistant III		1.0	2.0	2.0	113,013
I-12	Office Assistant II	1.0	1.0			
W-10	WTF Station Operator	6.0	6.0	6.0	6.0	420,358
W-8	Jr WTF Station Operator			1.0	1.0	61,998
W-4/6	WTF Station OIT	1.0	1.0	1.0		
W-6	Licensed Maintenance/Grd Eq Op II	3.0	3.0	3.0	3.0	167,553
W-1	Equip Operator II	1.0	1.0	1.0	1.0	51,759
W-4	Maintenance Specialist	1.0	1.0	1.0	1.0	57,680
W-3	Water Meter Reader	1.0	1.0	1.0	1.0	57,119
	Custodian	1.0	1.0	1.0	1.0	53,663
	WTP Foreman Stipend					7,000
WATER TOTAL		23.0	23.0	23.0	23.0	1,647,892
* - Salary allocated .2 to Sewer, .2 Water, .6 General Fund (IT)						

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

SEWER ENTERPRISE FUND		FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
70001	SEWER ENTERPRISE FUND SALARIES					
	5110 REGULAR WAGES	285,927	301,205	304,123	298,049	298,049
	5120 OVERTIME	19,346	38,533	25,000	35,000	35,000
	5130 PART-TIME	-	-	-	-	-
	5187 RETRO WAGES	4,740	-	-	-	-
	SUBTOTAL	310,013	339,738	329,123	333,049	333,049
70002	SEWER ENTERPRISE FUND EXPENSES					
	5211 ELECTRICITY	99,703	103,069	102,500	105,000	105,000
	5213 NATURAL GAS	30	542	8,000	8,000	8,000
	5220 TELEPHONE	2,436	2,390	2,500	2,500	2,500
	5225 POSTAGE	6,109	10,138	12,000	13,200	13,200
	5270 PRINTING	-	-	6,000	6,000	6,000
	5294 CLOTHING ALLOWANCE	800	800	950	1,000	1,000
	5295 OTHR SVCS	260,915	283,571	100,000	150,000	150,000
	5323 CHEMICALS	-	-	9,000	9,000	9,000
	5330 SUPPLIES/BUILDING	9,273	1,065	4,000	4,000	4,000
	5335 FUEL OIL	1,391	5,397	8,000	8,000	8,000
	5360 REPAIR PARTS/EQUIP	7,727	1,748	25,000	25,000	25,000
	5380 MIN APPARATUS/TOOLS	-	-	600	600	600
	5410 MACHINERY/EQUIP	13,725	2,839	75,000	75,000	75,000
	5500 GIS	9,165	20,640	-	10,000	10,000
	5504 TECHNOLOGY	-	-	15,000	15,000	15,000
	5600 GTR LAWRENCE SANITARY	1,764,388	1,687,998	2,093,707	2,146,050	2,146,050
	5703 INSURANCE DEDUCTIBLE	11,227	-	10,000	10,000	10,000
	5753 MUNICIPAL SERVICES FACILITY	-	90,650	-	-	-
	5715 PROF DEV	-	-	-	1,000	-
	5950 OPEB	60,062	61,564	65,000	66,625	66,625
	SUBTOTAL	2,246,951	2,272,411	2,537,257	2,655,975	2,654,975
	TOTAL SEWER ENTERPRISE FUND	2,556,964	2,612,149	2,866,380	2,989,024	2,988,024

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

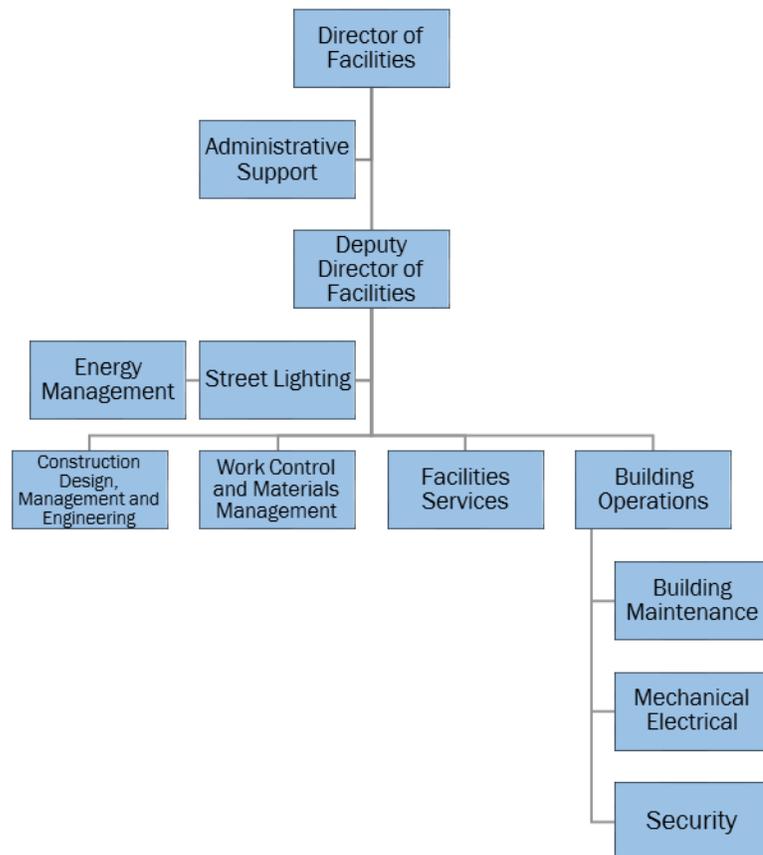
WATER ENTERPRISE FUND			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
71001	WATER ENTERPRISE FUND SALARIES						
	5110	REGULAR WAGES	1,587,710	1,620,812	1,657,821	1,651,092	1,651,092
	5120	OVERTIME	362,257	392,357	375,000	375,000	375,000
	5130	PART-TIME	2,760	348	-	-	-
	5140	SEASONAL	13,965	23,940	30,000	30,000	30,000
	5187	RETRO WAGES	28,947	-	-	-	-
	SUBTOTAL		1,995,639	2,037,457	2,062,821	2,056,092	2,056,092
71002	WATER ENTERPRISE FUND EXPENSES						
	5211	ELECTRICITY	1,029,997	934,660	1,076,250	1,076,250	1,076,250
	5213	NATURAL GAS/OIL	72,850	56,603	70,000	70,000	70,000
	5220	TELEPHONE	47,106	35,087	50,000	50,000	50,000
	5225	POSTAGE	6,109	10,138	12,000	13,200	13,200
	5250	ADVERTISING	396	-	1,000	1,000	1,000
	5268	PROFESSIONAL SERVICES	-	-	20,000	75,000	75,000
	5270	PRINTING	10,869	15,269	11,000	11,000	11,000
	5285	MAINT REP/OTHER EQUIP	282,163	136,579	245,000	245,000	245,000
	5294	CLOTHING ALLOWANCE	5,600	5,803	6,350	8,550	8,550
	5295	OTHR SVCS	466,578	407,911	275,000	275,000	275,000
	5310	OFFICE SUPPLIES	11,150	7,814	12,000	12,000	12,000
	5323	CHEMICALS	373,344	359,088	450,000	450,000	450,000
	5324	WATER LAB SUPP/EQUIP	147,627	74,978	70,000	100,000	100,000
	5325	WATER CONSERVATION	7,011	9,581	10,000	10,000	10,000
	5330	SUPPLIES/BUILDING	36,504	26,809	17,000	17,000	17,000
	5335	FUEL OIL	12,816	23,631	10,000	10,000	10,000
	5350	SUPPLIES/EQUIPMENT	202,777	158,982	175,000	175,000	175,000
	5355	AUTOMOTIVE FUEL	28,540	31,180	40,000	40,000	40,000
	5360	REPAIR PARTS/EQUIP	171,530	124,213	150,000	150,000	150,000
	5364	REPAIRS/WATER VEHICLES	60,401	44,550	35,000	50,000	50,000
	5380	MIN APPARATUS/TOOLS	4,385	-	5,000	5,000	5,000
	5395	OTHER COMMODITIES	37,546	39,676	36,000	40,000	40,000
	5410	MACHINERY/EQUIP	20,514	11,691	20,000	20,000	20,000
	5500	GIS	9,727	12,598	10,000	15,000	15,000
	6E+05	LEGAL	-	41,923	30,000	-	-
	5710	TRAVEL IN-STATE	101	481	1,000	1,000	1,000
	5715	PROFESSIONAL DEVELOPMENT	-	-	6,000	6,000	10,000
	5716	LICENSES/CEU'S	-	-	10,000	10,000	10,000
	5730	DUES/SUBSCRIPTIONS	11,371	21,781	16,000	16,000	16,000
	5753	MUNICIPAL SERVICES FACILITY	-	90,650	-	-	-
	5954	EMERGENCY REPAIRS	28,726	-	-	-	-
	5950	OPEB	314,945	322,819	330,000	334,950	334,950
	SUBTOTAL		3,400,683	3,004,495	3,199,600	3,286,950	3,290,950
	TOTAL WATER ENTERPRISE FUND		5,396,322	5,041,952	5,262,421	5,343,042	5,347,042
	TOTAL SEWER/WATER ENTERPRISE		7,953,286	7,654,101	8,128,801	8,332,066	8,335,066

DEPARTMENT OF FACILITIES



Mission Statement

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



DEPARTMENT OF FACILITIES

Department Description

The Department of Facilities oversees the facilities management, maintenance and construction responsibilities for all Town and School buildings, traffic lights, streetlights, and the Town fuel depot. The department is also responsible for managing all major building-related capital projects and capital improvements, maintains the Town's Green Community designation and energy efficiency programs, and procures energy contracts for supply and renewable energy.

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

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

The Energy Management Division is responsible for managing energy use, energy conservation, and energy procurement. The duties of the office are accomplished by setting sustainable goals of energy efficiency, cost reduction and renewable energy generation. The office also promotes environmental responsibility and sustainability. Andover achieved its Green Community designation in 2010 and maintains it through continued commitment to reducing its use of energy throughout municipal functions, including buildings, vehicles, streetlights, and water and sewer systems.

The Street Lighting Division oversees the utility billing and maintenance of all Town owned streetlights in Andover. This includes roadway lights, antique style street lighting, and parking lot and driveway lighting at all Town owned buildings and lots.

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

Work Control and Materials Management. These roles maintain the computerized work order system, purchasing and inventory management, and the central vehicle fuel depot. All Facilities materials are procured by these functions, including gasoline and diesel fuel, purchased at wholesale cost, for all Town vehicles. These roles also track costs and labor hours for the Facilities Department management and maintenance functions.

The Facilities Services Division is responsible for providing all custodial services to Cormier Youth Center, Memorial Hall Library, Public Safety, Old Town Hall, Recreation Park, the Senior Center, Town Offices, and the new Municipal Services Building. This division also supports the Facilities Coordinator and scheduling function by providing custodial services during the rental of Town spaces, as necessary.

Building Operations and Maintenance. The Building Operations Manager is responsible for oversight of the Building Maintenance, Mechanical, Electrical, and Security functions. These divisions provide all maintenance services including electrical, mechanical, plumbing, carpentry, roofing, masonry, painting and security to all Town and School buildings using in-house staff, as well as managing contractor services for minor construction projects, annual contracted maintenance, inspections, and compliance. All work is tracked utilizing a comprehensive work order system in order to provide detailed reporting to management.

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

The Mechanical/Electrical Division maintains and upgrades Town and School building HVAC, lighting, electrical, plumbing, and building automation systems. This division also maintains traffic signals and Town owned streetlights. The Mechanical/Electrical division also monitors, programs and performs upgrades to the energy management system.

DEPARTMENT OF FACILITIES

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

FY2020 Objectives

DIVISION: ADMINISTRATION AND FACILITIES MANAGEMENT

- ◆ Continue to provide excellent customer service and professionalism to our constituents.
- ◆ Manage and oversee of Town and School capital improvement projects, and develop a long term planning module to encompass the lifespan of our building portfolio.
- ◆ Implement ADA improvements as identified in Andover's Self-Evaluation and Transition Plan.
- ◆ Serve on boards and committees engaged in feasibility and construction for major building projects in Andover.
- ◆ Work collaboratively with other Departments to ensure the success of their initiatives.

DIVISION: ENERGY MANAGEMENT

- ◆ Further investigate Energy Conservation opportunities for Town and School buildings.
- ◆ Negotiate competitive long-term energy supply contracts.
- ◆ Pursue utility rebates and incentives, as well as State and Federal grants, to fund energy projects.
- ◆ Provide leadership to Town and School departments to further Andover's commitment to energy conservation.
- ◆ Maintain Town of Andover Green Community designation.

DIVISION: STREET LIGHTING

- ◆ Increase awareness and community use of two helpful resources; Andover's GIS-based streetlight lookup tool and the Coviello Electric streetlight outage reporting tool through our Town website.
- ◆ Work with National Grid and Andover Police to improve the reporting of utility work which results in streetlight loss.

DIVISION: CONSTRUCTION DESIGN, MANAGEMENT AND ENGINEERING

- ◆ Professionally engineer minor construction renovations through comprehensive design, integrating long term goals.
- ◆ Provide project management and construction oversight of Town and School major capital improvement projects to protect investment in our Facilities.
- ◆ Continue oversight of the AHERA Master Plan.

DIVISION: WORK CONTROL AND MATERIALS MANAGEMENT

- ◆ Streamline materials management and inventory procurement processes.
- ◆ Provide essential oversight and inventory control of the Town fuel depot.
- ◆ Expand the use of the work order system for scheduling of preventative maintenance to ensure compliance with State and Federal regulations.

DIVISION: FACILITIES SERVICES

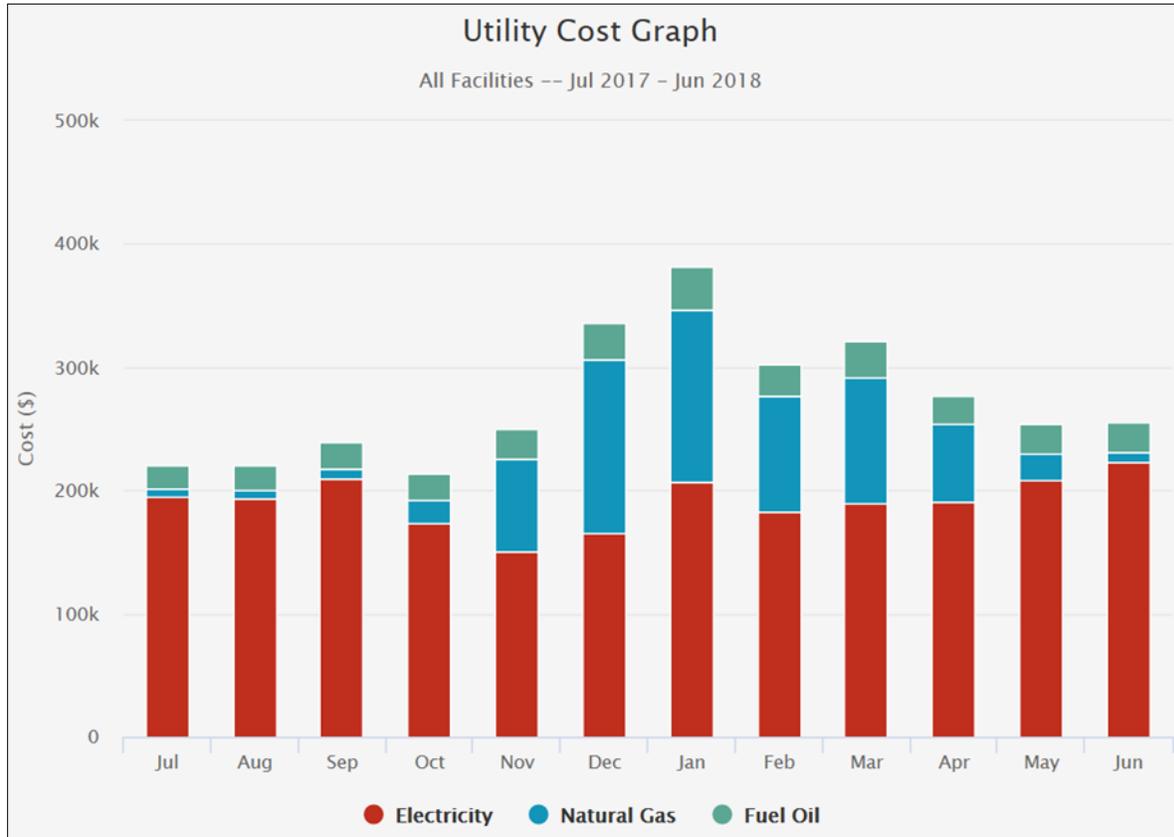
- ◆ Continue providing efficient and highest level custodial services to Town buildings.
- ◆ Support the initiatives of Town departments as needed.
- ◆ Adhere to current safety standards and best practices.
- ◆ Support Facilities Rentals function with custodial support when necessary.

DIVISION: BUILDING OPERATIONS

- ◆ Implementation of Town and School capital improvement projects
- ◆ Construction of ADA projects identified in Andover's Self-Evaluation and Transition Plan.
- ◆ Continue excellence in preventative maintenance programs, resulting in cost reductions by extending the useful life of Town equipment.
- ◆ Streamline procedures for card access.
- ◆ Collaborate with other Departments during development and implementation of security improvements in Town and School buildings.

DEPARTMENT OF FACILITIES

FACILITIES PERFORMANCE STATISTICS



Top 15 Facilities Spending Locations FY2018

BUILDING	LABOR	MATERIALS	CAPITAL PROJECTS	TOTAL SPENDING BY BUILDING
Collins Center	\$23,247	\$83,161	\$1,697,895	\$1,804,303
Andover High School	\$203,696	\$332,974	\$222,800	\$759,471
High Plain/Wood Hill	\$95,441	\$116,980	\$462,621	\$675,042
Doherty Middle	\$90,918	\$143,906	\$328,844	\$563,668
Memorial Hall Library	\$41,201	\$32,412	\$484,504	\$558,118
Town Offices	\$49,332	\$62,974	\$222,818	\$335,124
South Elementary	\$59,795	\$49,789	\$103,736	\$213,321
Public Parks-All	\$29,050	\$111,620	\$47,225	\$187,895
Town House	\$42,770	\$9,434	\$130,044	\$182,248
Bancroft Elementary	\$35,267	\$76,729	\$41,642	\$153,638
West Elementary	\$63,886	\$47,263	\$23,900	\$135,049
Sanborn Elementary	\$45,416	\$25,881	\$43,047	\$114,345
West Middle School	\$45,379	\$68,569	\$375	\$114,323
Ballardvale Fire	\$17,530	\$34,578	\$59,156	\$111,263
Lighting/Town-All	\$12,280	\$48,140	\$42,036	\$102,457

Total spending Top 15 Facilities **\$6,010,265**
Percent of Total Spent **83%**

Total spent all Town Facilities	\$475,206	\$791,825	\$1,069,700	\$2,336,731
Total spent all School Facilities	\$877,717	\$1,110,508	\$2,959,921	\$4,948,146
Total spending all Facilities				\$7,284,877

DEPARTMENT OF FACILITIES

	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>REQ</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>	<u>TMREC</u> <u>FY2020</u>
FACILITIES						
<u>ADMINISTRATION</u>						
Director of Facilities			1.0	1.0	1.0	126,690
IE-28 Deputy Director	1.0	1.0	1.0	1.0	1.0	88,687
IE-28 Project Manager	1.0	1.0	1.0	1.0	1.0	108,183
IE-26 Building Operations Manager (1)				1.0	1.0	94,781
IE-26 Purchasing/Inventory & Veh Maint Super	1.0					
IE-24 Materials Coordinator		1.0	1.0	1.0	1.0	72,922
IE-24 Manager of Energy & Utilities (1)	1.0	1.0				
IE-24 Energy/Project Manager				1.0	1.0	83,028
IE-16 Executive Secretary	1.0	1.0	1.0	1.0	1.0	66,367
IE-14 Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	62,635
I-12 Office Assistant II (Moved to Business Office FY19)	1.6	1.6				
Unclassified						6,000
(1) - Positions moved from Facilities Mechanical/Electrical	7.6	7.6	6.0	8.0	8.0	709,293
<u>FACILITIES SERVICES</u>						
I-14 Facilities Coordinator (Moved to DPW Business Office FY19)	0.4	0.4				
W-9 Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	67,824
W-1 Custodian	8.0	8.0	8.0	8.0	8.0	421,687
W-1 Custodian (2 part-time)						
	9.4	9.4	9.0	9.0	9.0	489,511
<u>BUILDING MAINTENANCE</u>						
W-13 Working Foreman	1.0	1.0	1.0	1.0	1.0	76,681
W-10 Security Systems Technician	1.0	1.0	1.0	1.0	1.0	69,663
W-9 Carpenter	2.0	2.0	1.0	1.0	1.0	67,896
W-8 Carpenter	-	-	1.0	1.0	1.0	65,733
W-5 Painter I	1.0	1.0	1.0	1.0	1.0	60,362
W-3 Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	56,836
W-0 Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	27,909
	6.5	6.5	6.5	6.5	6.5	425,080
<u>MECHANICAL/ELECTRICAL</u>						
IE-24 Energy/Project Manager (FY20 Move to Administration)	1.0	1.0	1.0			
W-13 Working Foreman	1.0	1.0	1.0	1.0	1.0	76,691
W-10 Electricians/HVAC Mechanic	4.0	4.0	4.0	4.0	4.0	277,710
W-10 Plumber	1.0	1.0	1.0	1.0	1.0	67,964
W-9 Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	67,896
W10 Preventive Maintenance Mechanic (FY20 Move to Admin)	1.0	1.0	1.0			
	9.0	9.0	9.0	7.0	7.0	490,261
GRAND TOTAL	32.5	32.5	30.5	30.5	30.5	2,114,145

DEPARTMENT OF FACILITIES

FACILITIES	FY2017	FY2018	FY2019	FY2020	FY2019
	ACTUAL	ACTUAL	BUDGET	DEPT REC	TM REC
MAINTENANCE ADMINISTRATION					
PERSONAL SERVICES	621,328	559,528	555,716	720,478	729,293
OTHER EXPENSES	33,390	38,878	60,300	62,300	62,300
TOTAL MAINTENANCE ADMIN	654,718	598,406	616,016	782,778	791,593
FACILITIES SERVICES					
PERSONAL SERVICES	498,009	546,984	542,563	569,511	569,511
OTHER EXPENSES	301,960	270,481	452,934	459,000	448,500
FROM SALE OF SERVICE	(92,093)	(98,150)	(88,000)	(88,000)	(88,000)
TOTAL FACILITIES SERVICES	707,876	719,315	907,497	940,511	930,011
FACILITIES TOWN BUILDING MAINTENANCE					
PERSONAL SERVICES	484,680	496,414	514,260	510,080	505,080
OTHER EXPENSES	378,086	377,929	303,300	326,300	324,300
TOTAL TOWN BUILDING MAINTENANC	862,766	874,343	817,560	836,380	829,380
FACILITIES TOWN MECHANICAL/ELECTRICAL					
PERSONAL SERVICES	661,667	691,689	704,645	578,261	570,261
OTHER EXPENSES	353,069	328,522	393,000	463,500	413,500
TOTAL TOWN MECHANICAL/ELECTRIC	1,014,736	1,020,211	1,097,645	1,041,761	983,761
FACILITIES STREET LIGHTING					
STREET LIGHTING EXPENSES	249,190	266,429	250,000	165,000	150,000
TOTAL STREET LIGHTING	249,190	266,429	250,000	165,000	150,000
TOTAL FACILITIES					
SALARIES	2,265,684	2,294,615	2,317,184	2,378,330	2,374,145
EXPENSES	1,315,695	1,282,239	1,459,534	1,476,100	1,398,600
	3,581,379	3,576,854	3,776,718	3,854,430	3,772,745
FROM SALE OF SERVICE	(92,093)	(98,150)	(88,000)	(88,000)	(88,000)
TOTAL FACILITIES	3,489,286	3,478,704	3,688,718	3,766,430	3,684,745

DEPARTMENT OF FACILITIES

FACILITIES ADMINISTRATION			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011861	MAINTENANCE ADMIN SALARIES						
	5110	REG WAGES	524,661	459,569	535,716	700,478	709,293
	5120	OVERTIME	2,223	8,915	5,000	10,000	10,000
	5130	PART TIME	79,887	85,439	-	-	-
	5140	SEASONAL	3,369	5,605	15,000	10,000	10,000
	5187	RETRO WAGES	11,188	-	-	-	-
	SUBTOTAL		621,328	559,528	555,716	720,478	729,293
011862	MAINTENANCE ADMIN EXPENSES						
	5220	TELEPHONE	8,283	12,075	15,600	18,000	18,000
	5255	SOFTWARE SUPPORT	-	-	16,200	18,000	18,000
	5270	PRINTING	202	219	400	400	400
	5291	RENT EQUIP	2,585	2,293	2,300	2,300	2,300
	5294	CLOTHING ALLOWANCE	-	-	300	600	600
	5295	OTHR SVCS	15,067	15,277	6,300	3,000	3,000
	5310	OFFICE SUP	4,933	5,865	6,000	6,000	6,000
	5420	OFF EQUIP	-	532	6,700	6,000	6,000
	5710	TRAVEL	9	371	500	1,000	1,000
	5715	PROFESSIONAL DEVELOPMENT	-	-	2,000	2,000	2,000
	5716	LICENSES & CONTINUING ED	663	1,885	3,000	3,000	3,000
	5730	DUES/SUBSCRIPTIONS	1,648	361	1,000	2,000	2,000
	SUBTOTAL		33,390	38,878	60,300	62,300	62,300
	TOTAL FACILITIES ADMINISTRATION		654,718	598,406	616,016	782,778	791,593

DEPARTMENT OF FACILITIES

FACILITIES SERVICES			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011851	FACILITIES SERVICES SALARIES						
	5110	REG WAGES	398,839	454,260	477,563	489,511	489,511
	5120	OVERTIME	33,794	40,474	45,000	60,000	60,000
	5150	RENTAL OVERTIME	12,154	17,823	20,000	20,000	20,000
	5130	PART TIME	47,148	34,427	-	-	-
	5189	UNCLASSIFIED WAGES	6,074	-	-	-	-
	SUBTOTAL		498,009	546,984	542,563	569,511	569,511
011852	FACILITIES SERVICES EXPENSES						
	5211	ELECTRICITY	146,156	155,664	193,500	195,000	193,500
	5213	NATURAL GAS	62,784	65,263	150,934	160,000	151,000
	5220	TELEPHONE	46,249	-	-	-	-
	5294	CLOTHING ALLOWANCE	4,780	3,042	4,500	4,500	4,500
	5295	OTHR SVCS	14,665	12,036	20,000	20,000	20,000
	5310	OFFICE SUP	262	116	1,000	500	500
	5330	OPERATING SUPPLIES	24,151	27,718	32,000	40,000	40,000
	5410	MACH/EQUIP	2,739	6,642	7,000	10,000	10,000
	5420	OFF EQUIP	-	-	1,500	1,500	1,500
	5715	PROFESSIONAL DEV	-	-	1,000	1,000	1,000
	5716	LICENSES & CEU'S	-	-	1,000	1,000	1,000
	5730	DUES/SUBSCRIPTIONS	174	-	500	500	500
	5770	CUSTODIAL SERVICES	-	-	40,000	25,000	25,000
	SUBTOTAL		301,960	270,481	452,934	459,000	448,500
011851	FACILITIES SERVICES SALARIES						
	5811	FROM SALE OF SERVICE	(84,093)	(90,150)	(80,000)	(80,000)	(80,000)
		AYF GIFT	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	SUBTOTAL		(92,093)	(98,150)	(88,000)	(88,000)	(88,000)
	TOTAL FACILITIES SERVICES		707,876	719,315	907,497	940,511	930,011

STREET LIGHTING			FY2017	FY2018	FY2019	FY2020	FY2020
PUBLIC FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011922	STREET LIGHTING EXPENSES						
	5211	ELECTRICITY	202,866	195,790	100,000	150,000	140,000
	5275	LEASE TO PURCHASE	-	59,369	100,000	-	-
	5289	MAINTENANCE	46,324	11,270	50,000	15,000	10,000
	SUBTOTAL		249,190	266,429	250,000	165,000	150,000
	TOTAL STREET LIGHTING		249,190	266,429	250,000	165,000	150,000

DEPARTMENT OF FACILITIES

FACILITIES TOWN BUILDING MAINTENANCE PUBLIC FACILITIES			FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 DEPT REQ	FY2020 TOWN MGR
011881	T-BLDG MAINT SALARIES						
	5110	REG WAGES	397,797	402,656	407,097	397,171	397,171
	5120	OVERTIME	41,074	50,405	50,000	55,000	50,000
	5130	PART TIME	24,121	24,624	27,163	27,909	27,909
	5140	SEASONAL	16,268	18,729	30,000	30,000	30,000
	5187	RETRO WAGES	5,420	-	-	-	-
	SUBTOTAL		484,680	496,414	514,260	510,080	505,080
011882	T-BLDG MAINT EXPENSES						
	5231	TRANS ALLOWANCE	1,800	1,800	1,800	1,800	1,800
	5287	MAINT/REPAIR COMM EQ	-	-	4,000	4,000	4,000
	5288	MAINT/REP INVENTORY	71,563	64,860	22,000	23,500	23,500
	5291	RENT EQUIP	-	716	2,000	2,000	2,000
	5294	CLOTHING ALLOWANCE	2,659	2,313	4,500	4,500	4,500
	5295	OTHR SVCS	215,621	226,639	145,000	155,000	155,000
	5340	REP/PARTS/BUILDINGS	78,077	69,185	110,000	80,000	80,000
	5350	REP/PARTS/SECURITY	-	-	-	30,000	30,000
	5355	AUTOMOTIVE FUEL	-	-	-	12,000	10,000
	5380	MIN APPARATUS/TOOLS	1,826	4,315	3,000	3,500	3,500
	5410	MACHINERY/EQUIP	2,120	3,000	3,000	2,500	2,500
	5710	TRAVEL	-	266	1,000	500	500
	5715	PROFESSIONAL DEV	-	-	1,000	3,000	3,000
	5716	LICENSES & CONTINUING ED	4,015	990	5,000	3,000	3,000
	5730	DUES/SUBSCRIPTIONS	405	3,845	1,000	1,000	1,000
	5752	EMERGENCY REPAIRS	-	-	-	-	-
	SUBTOTAL		378,086	377,929	303,300	326,300	324,300
	TOTAL TOWN BUILDING MAINTENANCE		862,766	874,343	817,560	836,380	829,380

FACILITIES TOWN MECHANICAL/ELECTRICAL PUBLIC FACILITIES			FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 DEPT REQ	FY2020 TOWN MGR
011891	T-MECHANICAL/ELEC SALARIES						
	5110	REG WAGES	597,692	626,256	644,645	490,261	490,261
	5120	OVERTIME	48,871	53,490	40,000	60,000	60,000
	5137	TEMP SALARIES	1,401	-	-	-	-
	5140	SEASONAL	5,738	11,220	20,000	28,000	20,000
	5187	RETRO WAGES	7,965	723	-	-	-
	SUBTOTAL		661,667	691,689	704,645	578,261	570,261
011892	T-MECHANICAL/ELEC EXPENSES						
	5288	MAINT/REP INVENTORY	63,541	55,442	63,000	63,000	63,000
	5291	RENT EQUIP	900	839	3,500	2,000	2,000
	5294	CLOTHING ALLOWANCE	4,342	3,402	4,500	4,500	4,500
	5295	OTHR SVCS	160,276	143,746	180,000	230,000	190,000
	5350	OPER SUPP/EQUIP	97,190	110,431	95,000	120,000	110,000
	5355	AUTOMOTIVE FUEL	-	-	-	8,000	8,000
	5360	REPAIR/PARTS/EQUIP	17,121	8,540	30,000	20,000	20,000
	5380	MIN APPARATUS/TOOLS	5,494	3,147	3,000	4,000	4,000
	5410	MACHINERY/EQUIP	1,430	576	2,000	2,000	2,000
	5710	TRAVEL	126	111	3,000	1,000	1,000
	5715	PROFESSIONAL DEV	-	-	-	3,000	3,000
	5716	LICENSES & CONTINUING ED	-	1,955	3,000	3,000	3,000
	5730	DUES/SUBSCRIPTIONS	2,649	333	6,000	3,000	3,000
	SUBTOTAL		353,069	328,522	393,000	463,500	413,500
	TOTAL TOWN MECHANICAL/ELECT		1,014,736	1,020,211	1,097,645	1,041,761	983,761

ANDOVER PUBLIC SCHOOLS



Voters

School Committee

School Superintendent

ANDOVER PUBLIC SCHOOLS

Town Manager's Recommended Andover Public Schools Budget

ANDOVER PUBLIC SCHOOLS		FY2017	FY2018	FY2019	FY2020	FY2020
SCHOOL		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013001	ANDOVER SCHOOL SALARIES					
	5110 REGULAR WAGES	\$61,697,244	\$64,225,606	\$66,753,383	-	-
	SUBTOTAL	\$61,697,244	\$64,225,606	\$66,753,383	-	-
013002	ANDOVER SCHOOL EXPENSES					
	5700 UNCLASSIFIED EXP	\$14,401,959	\$15,111,565	\$15,757,275	-	-
	SUBTOTAL	\$14,401,959	\$15,111,565	\$15,757,275	-	-
	TOTAL ANDOVER SCHOOL	\$76,099,203	\$79,337,171	\$82,510,658	\$85,604,808	\$85,604,808

SECTION 5



FIXED AND UNCLASSIFIED EXPENSES

TECHNICAL SCHOOLS

GREATER LAWRENCE TECHNICAL SCHOOL & ESSEX NORTH SHORE AGRICULTURAL AND TECHNICAL SCHOOL

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

TECHNICAL SCHOOLS		FY2017	FY2018	FY2019	FY2020	FY2020
TECHNICAL SCHOOLS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013012	TECHNICAL SCHOOL EXPENSES					
	5295 OTHER CHGS/SERVICES	578,780	581,967	628,300	647,149	647,149
TOTAL	SUBTOTAL	578,780	581,967	628,300	647,149	647,149
	TOTAL TECHNICAL SCHOOLS	578,780	581,967	628,300	647,149	647,149

DEBT SERVICE INFORMATION

Debt Service Fund

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

DEBT PRINCIPAL		FY2017	FY2018	FY2019	FY2020	FY2020
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017102	NON-EXEMPT DEBT SERVICE PRINCIPAL					
	5741 SCHOOL LOANS	\$1,517,000	\$1,644,000	\$1,831,100	\$1,733,500	\$1,733,500
	5742 WATER LOANS	\$1,344,756	\$1,345,004	\$1,532,258	\$1,650,819	\$1,650,819
	5743 SEWER LOANS	\$1,880,200	\$1,855,000	\$1,870,000	\$1,905,000	\$1,905,000
	5744 STREET LOANS	\$381,916	\$285,000	\$280,000	\$285,000	\$285,000
	5745 MUNICIPAL BLDGS LOANS	\$1,447,870	\$1,048,900	\$1,296,900	\$1,397,750	\$1,397,750
	5746 PUBLIC SAFETY LOANS	\$63,213	\$412,000	\$143,000	\$202,500	\$202,500
	5747 LAND ACQ LOANS	\$325,189	\$425,000	\$420,000	\$415,000	\$415,000
	5749 OTHER MUN PURPOSES	\$327,304	\$267,898	\$148,504	\$139,124	\$139,124
	SUBTOTAL	\$7,287,448	\$7,282,802	\$7,521,762	\$7,728,693	\$7,728,693
017112	EXEMPT DEBT SERVICE PRINCIPAL					
	5741 SCHOOL LOANS	\$2,966,800	\$2,350,000	\$2,340,000	\$2,330,000	\$2,330,000
	5746 PUBLIC SAFETY LOANS	\$552,100	\$547,100	\$542,100	\$541,250	\$541,250
	SUBTOTAL	\$3,518,900	\$2,897,100	\$2,882,100	\$2,871,250	\$2,871,250
	TOTAL DEBT PRINCIPAL	\$10,806,348	\$10,179,902	\$10,403,862	\$10,599,943	\$10,599,943
DEBT INTEREST		FY2017	FY2018	FY2019	FY2020	FY2020
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017502	NON-EXEMPT DEBT SERVICE INTEREST					
	5732 INT ON BANS NON-EXEMPT	\$59,120	\$13,781	\$80,000	\$80,000	\$80,000
	6E+05 BANS NON-EXEMPT WATER	\$0	\$13,606	\$35,000	\$35,000	\$35,000
	5739 BOND ISSUE EXPENSE	\$11,916	\$0	\$105,000	\$105,000	\$105,000
	5741 SCHOOL LOANS	\$697,078	\$697,924	\$757,324	\$759,099	\$759,099
	5742 WATER LOANS	\$432,041	\$694,311	\$531,679	\$592,094	\$592,094
	5743 SEWER LOANS	\$616,572	\$551,473	\$479,277	\$401,727	\$401,727
	5744 STREET LOANS	\$82,790	\$93,788	\$79,487	\$93,427	\$93,427
	5745 MUNICIPAL BLDGS LOANS	\$277,083	\$332,320	\$769,537	\$1,205,472	\$1,205,472
	5746 PUBLIC SAFETY LOANS	\$11,550	\$8,988	\$18,742	\$101,900	\$101,900
	5747 LAND ACQ LOANS	\$180,563	\$164,111	\$147,000	\$130,269	\$130,269
	5749 OTHER MUN PURPOSES	\$79,438	\$70,060	\$63,084	\$57,833	\$57,833
	SUBTOTAL	\$2,448,151	\$2,640,362	\$3,066,130	\$3,561,821	\$3,561,821
017512	EXEMPT DEBT SERVICE INTEREST					
	5741 SCHOOL LOANS	\$1,186,827	\$1,127,350	\$1,019,998	\$935,998	\$935,998
	5746 PUBLIC SAFETY LOANS	\$122,674	\$100,892	\$78,912	\$51,863	\$51,863
	SUBTOTAL	\$1,309,501	\$1,228,242	\$1,098,910	\$987,861	\$987,861
	TOTAL DEBT INTEREST	\$3,757,652	\$3,868,604	\$4,165,040	\$4,549,682	\$4,549,682
	DEBT SERVICE EXPENSES					
	FROM CABLE FUND	-\$479,561	-\$321,838	-\$239,637	-\$235,850	-\$235,850
	SUBTOTAL	-\$479,561	-\$321,838	-\$239,637	-\$235,850	-\$235,850
	TOTAL DEBT SERVICE	\$14,564,001	\$14,048,506	\$14,568,902	\$15,149,625	\$15,149,625

DEBT SERVICE INFORMATION

Debt Analysis Tool

	AMOUNT	YEARS	2019	2020	2021	2022	2023	2024	TOTAL ALL YEARS
NON-EXEMPT DEBT									
EXISTING									
SCHOOL			2,588,424	2,238,724	2,151,569	2,079,229	2,002,176	1,870,956	23,596,079
STREET			359,487	326,677	293,268	281,643	237,381	225,430	2,810,803
MUNICIPAL FACILITIES			1,966,436	1,809,197	1,676,389	1,625,452	1,322,113	1,264,732	24,764,666
PUBLIC SAFETY			161,742	126,200	89,156	81,100	-	-	458,198
LAND ACQUISITION			567,000	545,270	528,720	511,930	495,000	473,125	4,629,640
OTHER			211,589	196,956	192,963	188,958	184,894	181,159	2,643,964
TOTAL EXISTING DEBT			5,854,678	5,243,024	4,932,065	4,768,312	4,241,564	4,015,402	58,903,350
TECHNOLOGY OFFSET CABLE FUNDS			(239,637)	(235,850)	(189,000)	(122,000)	-	-	(786,487)
NET GF IMPACT			5,615,041	5,007,174	4,743,065	4,646,312	4,241,564	4,015,402	58,116,863
FY19 BORROW ACTUAL									
CENTER AT PUNCHARD DESIGN (Paid by Premium)	160,000	5	-	-	-	-	-	-	-
IT PLATFORMS & INFRASTRUCTURE (Paid by Premium)	350,000	5	-	-	-	-	-	-	-
FIRE AMBULANCE	270,000	10	-	49,500	41,250	39,750	38,250	36,750	337,500
SAFETY & SECURITY UPGRADES PHASE 2	300,000	10	-	56,625	47,375	45,625	43,875	42,125	372,750
TOWN AND SCHOOL ENERGY INITIATIVES (Actual \$173,000)	565,000	10	-	35,400	27,000	26,000	25,000	19,125	216,900
DPW LARGE VEHICLES	78,425	10	-	18,972	13,000	12,500	12,000	11,500	95,097
DPW LARGE VEHICLES	145,000	10	-	25,500	21,125	20,375	19,625	18,875	183,750
WOODHILL/HIGH PLAIN AC	275,000	10	-	49,875	41,500	40,000	38,500	37,000	347,500
MAJOR SCHOOL PROJECTS	370,000	10	-	66,750	55,500	53,500	51,500	44,625	468,750
ENMORE STREET RECONSTRUCTION	300,000	10	-	51,750	42,750	41,250	39,750	38,250	382,500
MAJOR SCHOOL PROJECTS	722,000	15	-	102,150	80,450	77,950	75,450	72,950	979,050
MAJOR TOWN PROJECTS	775,000	15	-	108,750	87,625	84,875	82,125	79,375	1,051,750
DPW LARGE VEHICLES	226,575	20	-	31,954	24,325	23,575	22,825	22,075	316,254
FIRE APPARATUS - LADDER TRUCK	1,100,000	20	-	128,700	100,925	98,175	95,425	92,675	1,598,300
COLLINS CENTER FAÇADE REPLACEMENT	300,000	20	-	35,100	27,525	26,775	26,025	25,275	435,900
MUNICIPAL SERVICES FACILITY*	8,000,000	30	-	516,825	474,050	476,800	474,175	476,175	14,024,000
	-		-	-	-	-	-	-	-
TOTAL NEW DEBT FY19	13,937,000		-	1,277,851	1,084,400	1,067,150	1,044,525	1,016,775	20,810,001
AUTHORIZED BORROW									
TECHNOLOGY HARDWARE & SOFTWARE	300,000	5	-	-	47,000	45,600	44,200	42,800	220,300
TOWN AND SCHOOL ENERGY INITIATIVES	120,000	10	-	-	16,200	15,780	15,360	14,940	143,100
DPW LARGE VEHICLES	555,000	10	-	-	74,925	72,983	71,040	69,098	661,840
ENMORE ST RECONSTRUCTION	355,000	10	-	-	47,925	46,683	45,440	44,198	423,340
MINOR STORM DRAIN IMPROVEMENTS	300,000	10	-	-	40,500	39,450	38,400	37,350	357,750
MUNICIPAL SERVICES FACILITY	500,000	30	-	-	27,186	27,186	27,186	27,186	815,580
LEDGE ROAD LANDFILL (Per 2/3/14 Cronin e-mail)	3,500,000	20	-	-	297,500	291,375	285,250	279,125	4,786,250
LEDGE ROAD LANDFILL (Per 2/3/14 Cronin e-mail)	3,195,000	20	-	-	-	271,575	265,984	260,393	4,369,165
LEDGE ROAD LANDFILL (Per 2/3/14 Cronin e-mail)	-		-	-	-	-	-	-	-
(Use \$3,000,000 Landfill Stabilization Fund)	6,695,000		-	-	551,236	562,950	551,234	539,518	11,777,325
TOTAL FUTURE DEBT			-	1,277,851	1,635,636	1,630,100	1,595,759	1,556,293	32,587,326
ESTIMATED BORROW FY20									
IT-3 IT PLATFORMS & INFRASTRUCTURE (FY22 - FY24)	-	5	-	-	-	-	214,908	411,194	2,750,898
FR-3 PUBLIC SAFETY MICROWAVE	300,000	5	-	-	70,500	68,400	66,300	64,200	331,500
FR-1 FIRE APPARATUS - ENGINES	360,000	10	-	-	48,600	48,590	48,580	48,570	2,194,200
FR-3 BI-DIRECTIONAL AMPLIFIER	175,000	10	-	-	23,625	23,013	22,400	21,788	208,688
CDP-5 DOWNTOWN AMENITIES	400,000	10	-	-	54,000	52,600	51,200	49,800	477,000
FAC-6 MAJOR TOWN PROJECTS	650,000	10	-	-	87,750	167,825	278,165	439,530	5,258,925
FAC-7 TOWN AND SCHOOL ENERGY INITIATIVES	420,000	10	-	-	56,700	102,480	180,785	250,240	2,511,268
DPW-7b DPW LARGE VEHICLES	380,000	10	-	-	51,300	128,270	178,910	257,850	2,760,638
DPW-8 MINOR STORM DRAIN IMPROVEMENTS (FY21)	-	10	-	-	-	40,500	39,450	38,400	715,500
DPW-9 TOWN BRIDGE EVALUATION/MAINTENANCE (FY21)	500,000	10	-	-	67,500	65,750	64,000	62,250	596,250
SANBORN IMPROVEMENTS	319,000	10	-	-	43,065	41,949	40,832	39,716	380,408
SCH-5 MAJOR SCHOOL PROJECTS	920,000	15	-	-	93,533	389,270	777,803	952,863	14,284,800
CS-1 CENTER AT PUNCHARD BLDG CONSTRUCTION (FY20) *	2,000,000	30	-	-	108,743	108,743	108,743	108,743	3,262,290
CS-1 CENTER AT PUNCHARD BLDG CONSTRUCTION (FY21) *	500,000	30	-	-	-	27,186	27,186	27,186	815,580
TM-1 BALLARDAVALE FIRE CONSTRUCTION (Borrow 2020) *	3,500,000	30	-	-	190,300	190,300	190,300	190,300	5,709,000
TM-1 BALLARDAVALE FIRE CONSTRUCTION (Borrow 2021) *	3,500,000	30	-	-	-	190,300	190,300	190,300	5,709,000
TOTAL NEW DEBT FY20	9,924,000		-	-	895,615	1,745,175	2,624,586	3,340,243	47,973,167
GRAND TOTAL (Net of Cable Funds)			5,615,041	6,285,025	7,274,316	8,021,587	8,461,909	8,911,938	138,677,356
GRAND TOTAL			5,854,678	6,520,875	7,463,316	8,143,587	8,461,909	8,911,938	139,463,843
* - Debt Service Calculated Based on Level Debt Payments									

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS						
ANALYSIS OF BONDS AUTHORIZED AND UNISSUED						
ACTIVITY FOR FY2018						
ARTICLE	PROJECT NAME	AUTHORIZATION JULY 1, 2017	NEW AUTHORIZATION	BONDING	PAID DOWN	AUTHORIZATION JUNE 30, 2018
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	2,550,000.00
WATER ENTERPRISE						
ART 36 2012	WATER PLANT BACKWASH TANK	300,000.00				300,000.00
ART 56 2015	WATER MAIN REPLACEMENT PROJECTS	1,555,000.00		1,308,000.00	247,000.00	0.00
ART 41 2016	WATER MAIN REPLACEMENT PROJECTS	1,000,000.00				1,000,000.00
ART27 2017	WATER MAIN REPLACEMENTS	3,000,000.00		464,300.00	35,700.00	2,500,000.00
ART 30 2017	WATER TREAT PLANT ELECTRIC SUBS REPLAC	500,000.00		276,800.00	23,200.00	200,000.00
ART 31 2017	BANCROFT HIGH LIFT PUMPS	750,000.00		464,300.00	35,700.00	250,000.00
ART 38 2017	WATER TREAT PLANT HEATING SYSTEM	300,000.00		93,500.00	6,500.00	200,000.00
ART 25 2018	WATER MAIN REPLACEMENT PROJECTS	0.00	3,000,000.00			3,000,000.00
ART 27 2018	WATER TREAT PLEANT ELECTRIC SUBS REPLAC	0.00	5,000,000.00			5,000,000.00
ART 30 2018	DALE STREET PUMPING STATION REPLACE	0.00	360,000.00			360,000.00
		7,405,000.00	8,360,000.00	2,606,900.00	348,100.00	12,810,000.00
	TOTAL ENTERPRISE FUNDS	9,955,000.00	8,360,000.00	2,606,900.00	348,100.00	15,360,000.00
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	6,695,000.00
SCHOOL						
ART 59 2009	BANCROFT FEASIBILITY STUDY	363,000.00				363,000.00
ART 3A 2010	BANCROFT SCHOOL PROJECT	14,559,805.00				14,559,805.00
ART 3A 2010	BANCROFT SCHOOL PROJECT #2	1,086,748.00				1,086,748.00
ART 40 2015	SCHOOL SITE IMP - WEST ELEMENTARY	319,000.00				319,000.00
ART 45 2017	HIGH PLAIN/WOODHILL AIR CONDITIONING	775,000.00		449,100.00	50,900.00	275,000.00
ART 47 2017	MAJOR SCHOOL PROJECTS	770,000.00		360,000.00	40,000.00	370,000.00
ART36 2018	MAJOR SCHOOL PROJECTS	0.00	722,000.00			722,000.00
		17,873,553.00	722,000.00	809,100.00	90,900.00	17,695,553.00
ROAD AND DRAINAGE						
ART 29 2017	ENMORE STREET RECONSTRUCTION	655,000.00				655,000.00
ART48 2018	MINOR STORM DRAIN IMPROVEMENTS	0.00	300,000.00			300,000.00
		655,000.00	300,000.00	0.00	0.00	955,000.00
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	1,200,000.00
TECHNOLOGY						
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000.00				200,000.00
ART 46 2017	SAFETY & COMMUNICATION UPGRADE PHASE 2	300,000.00				300,000.00
ART 46 2018	INFO TECHNOLOGY PLATFORM & INFRASTRUCT	0.00	350,000.00			350,000.00
		500,000.00	350,000.00	0.00	0.00	850,000.00
TOWN BUILDINGS						
ART 28 2016	TOWN BUILDING AND FACILITY MAINTENANCE	350,000.00		315,250.00	34,750.00	0.00
ART 29 2016	COLLINS CENTER FAÇADE REPLACEMENT	2,000,000.00		1,700,000.00		300,000.00
ART 33 2017	MUNICIPAL SERVICES FACILITY	17,500,000.00		8,868,000.00	132,000.00	8,500,000.00
ART 43 2017	MAJOR TOWN BUILDINGS PROJECTS	320,000.00		288,300.00	31,700.00	0.00
ART 44 2017	TOWN & SCHOOL ENERGY INITIATIVES	420,000.00		270,800.00	29,200.00	120,000.00
ART34 2018	MAJOR TOWN BUILDINGS PROJECTS	0.00	775,000.00			775,000.00
ART35 2018	TOWN & SCHOOL ENERGY INITIATIVES	0.00	565,000.00			565,000.00
ART41 2018	CENTER AT PUNCHARD DESIGN SERVICES	0.00	160,000.00			160,000.00
		20,590,000.00	1,500,000.00	11,442,350.00	227,650.00	10,420,000.00
MISCELLANEOUS						
ART 27 2016	FIRE APPARATUS ENGINE	575,000.00		233,000.00	342,000.00	0.00
ART 57 2016	MEMORIAL PLAYSTEAD PLAYGROUND	120,000.00		108,650.00	11,350.00	0.00
ART 41 2017	PUBLIC WORKS VEHICLES - LARGE	450,000.00				450,000.00
ART 42 2017	FIRE APPARATUS REPLACEMENT - AMB 2	270,000.00				270,000.00
ART32 2018	PUBLIC WORKS VEHICLES - LARGE	0.00	555,000.00			555,000.00
ART 33 2018	FIRE APPARATUS REPLACEMENT - LADDER	0.00	1,100,000.00			1,100,000.00
		1,415,000.00	1,655,000.00	341,650.00	353,350.00	2,375,000.00
	TOTAL GENERAL GOVERNMENT	48,928,553.00	4,527,000.00	12,593,100.00	671,900.00	40,190,553.00
	GRAND TOTAL	58,883,553.00	12,887,000.00	15,200,000.00	1,020,000.00	55,550,553.00

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR As of July 1, 2019 PRINCIPAL & INTEREST											
EXEMPT DEBT	ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	2020	2021	2022	2023	2024	TOTAL ALL YEARS
SCHOOL											
SCHOOL BONDS EXEMPT REF			2/15/10	2.181%	1,092,000	117,875.00	-	-	-	-	117,875.00
SCHOOL BONDS Sewer REF			2/15/10	2.398%	1,342,000	149,100.00	142,800.00	-	-	-	291,900.00
SCHOOL BONDS EXEMPT REF			12/22/11	1.645%	3,361,700	362,987.50	348,137.50	333,487.50	318,543.75	-	1,363,156.25
BANCROFT FEASIBILITY			12/22/11	2.335%	162,000	12,412.50	12,112.50	11,812.50	11,500.00	11,275.00	103,975.05
MIDDLELIE SCHOOL Refi NC			12/19/12	1.821%	1,500,000	197,000.00	175,900.00	165,200.00	159,600.00	154,000.00	1,142,900.00
BANCROFT SCHOOL			12/19/12	2.459%	14,000,000	1,034,250.00	1,013,250.00	985,250.00	957,250.00	929,250.00	12,142,375.00
BANCROFT SCHOOL			3/6/14	3.076%	13,055,000	1,047,312.50	1,014,562.50	981,812.50	949,062.50	916,312.50	12,674,500.00
BANCROFT SCHOOL			3/6/14	3.069%	2,435,000	197,650.00	191,400.00	180,150.00	174,150.00	168,150.00	2,344,150.00
BANCROFT SCHOOL			6/19/15	2.816%	100,000	7,762.50	7,562.50	7,362.50	7,162.50	6,962.50	102,325.00
BANCROFT SCHOOL			6/19/15	2.789%	779,000	61,287.50	59,687.50	58,087.50	56,487.50	54,887.50	762,225.00
BANCROFT SCHOOL			12/15/16	2.937%	967,000	78,360.00	76,860.00	72,405.00	73,950.00	72,450.00	1,129,150.00
TOTAL SCHOOL			017112-5741			3,265,997.50	3,042,272.50	2,795,567.50	2,707,706.25	2,313,287.50	32,194,531.30
PUBLIC SAFETY											
PUBLIC SAFETY CENTER REF			2/15/10	2.570%	2,807,000	287,350.00	270,300.00	-	-	-	557,650.00
PUBLIC SAFETY CENTER REF			2/15/10	2.575%	101,500	11,050.00	10,600.00	10,200.00	-	-	31,850.00
PUBLIC SAFETY CENTER REF			2/15/10	2.573%	2,353,500	259,075.00	243,600.00	229,500.00	-	-	732,175.00
PUBLIC SAFETY CENTER			12/1/07	3.773%	80,000	5,887.51	5,696.88	5,500.00	5,300.00	5,100.00	27,484.39
PUBLIC SAFETY CENTER			3/15/09	3.929%	425,000	29,750.00	28,979.68	28,156.26	27,306.26	26,429.68	250,457.82
TOTAL PUBLIC SAFETY CENTER			017112-5746			593,112.51	559,176.56	273,356.26	32,606.26	31,529.68	1,599,617.21
TOTAL EXEMPT						3,859,110.01	3,601,449.06	3,068,923.76	2,740,312.51	2,344,817.18	33,794,148.51
PUBLIC SERVICE ENTERPRISES											
WATER DEBT											
WATER TREATMENT PLANT			12/22/11	1.768%	473,000	50,580.00	49,230.00	47,880.00	46,473.75	43,483.75	237,647.50
WATER SYSTEM			12/15/11	1.778%	997,400	112,007.50	109,007.50	101,107.50	98,138.75	93,035.00	513,296.25
WATER MAINS REFINANCED			12/19/12	3.986%	2,350,000	29,876.00	28,876.00	27,876.00	21,976.00	21,176.00	149,568.00
WATER SYSTEM			10/15/06	3.883%	1,000,000	64,712.50	62,825.00	60,912.50	58,975.00	57,000.00	463,425.00
WATER PLANT (WPAT)			12/14/06	N/A	4,666,635	283,575.89	283,575.84	283,576.17	283,575.87	283,575.89	2,268,607.92
WATER PLANT (WPAT)			12/14/06	N/A	634,717	38,370.28	38,370.23	38,370.23	38,371.01	38,370.31	383,705.00
WATER SYSTEM			12/1/07	3.918%	1,472,000	99,375.01	96,515.63	93,562.50	85,662.50	76,1034.39	761,034.39
WATER SYSTEM			12/1/07	3.926%	1,000,000	67,062.50	65,156.25	63,187.50	61,187.50	59,187.50	532,250.00
WATER TREATMENT PLANT			12/22/11	2.436%	250,000	18,975.00	18,525.00	18,075.00	12,662.50	12,437.50	170,400.00
WTP GRANULAR CARBON			12/22/11	1.545%	400,000	43,200.00	42,000.00	40,800.00	-	-	126,000.00
WATER TREATMENT PLANT			12/22/11	2.624%	300,000	32,400.00	31,200.00	-	-	-	63,600.00
WATER MAINS			12/19/12	2.458%	500,000	36,937.50	36,187.50	35,187.50	34,187.50	33,187.50	433,656.26
WATER TREATMENT PLANT PUMP			12/19/12	1.451%	100,000	11,100.00	10,800.00	10,400.00	-	-	32,300.00
WATER MAIN CONSTRUCTION			3/6/14	3.078%	500,000	40,031.26	38,781.26	37,531.26	36,281.26	35,031.26	486,125.10
WATER MAIN REPLACEMENT			3/6/14	3.062%	1,439,000	117,587.50	113,837.50	105,087.50	101,587.50	98,087.50	1,371,900.00
HYDRANT REPLACEMENT			3/6/14	2.065%	500,000	62,500.00	60,000.00	57,500.00	55,000.00	52,500.00	287,500.00
WATER MAIN REPLACEMENT			3/6/14	3.078%	1,000,000	80,062.50	77,562.50	75,062.50	72,562.50	70,062.50	972,250.00
GAC REPLACEMENT			3/6/14	2.027%	110,000	12,500.00	12,000.00	11,500.00	11,000.00	10,500.00	57,500.00
WATER DISTRIBUTION MAINTENANCE			6/19/15	2.043%	500,000	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	342,000.00
WATER DISTRIBUTION MAINT PROGRAM			6/19/15	2.043%	500,000	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	342,000.00
FIRE HYDRANT INFRAS MAINT 1			6/19/15	2.043%	500,000	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	342,000.00
FIRE HYDRANT INFRAS MAINT 2			6/19/15	2.022%	340,000	43,000.00	41,600.00	40,200.00	38,800.00	37,400.00	227,200.00
WATER TREATMENT PLANT EQUIPMENT			12/15/17	2.200%	1,375,800	174,784.00	170,584.00	166,187.00	162,190.00	153,065.00	1,251,710.00
WATER STORAGE TANKS REHAB			12/15/17	2.560%	1,308,000	135,600.00	131,100.00	127,950.00	124,800.00	120,300.00	1,151,675.00
WATER MAIN REPLACEMENT			12/15/17	2.570%	464,300	50,875.00	44,250.00	43,200.00	42,150.00	40,850.00	530,275.00
WTP ELECTRICAL SUBSTATION			12/15/17	2.520%	276,800	29,750.00	28,750.00	28,050.00	27,350.00	26,350.00	316,475.00
BANCROFT HIGH LIFT PUMPS			12/15/17	2.570%	464,300	50,875.00	44,250.00	43,200.00	42,150.00	40,850.00	530,275.00
WTP HEATING SYSTEM			12/15/17	2.530%	93,500	13,000.00	12,500.00	7,200.00	7,025.00	6,775.00	98,025.00
WATER MAIN REPLACEMENT			11/15/18	3.480%	500,000	58,500.00	45,875.00	44,625.00	43,375.00	42,125.00	726,500.00
WATER MAIN REPLACEMENT			11/15/18	3.480%	1,500,000	175,500.00	133,875.00	133,875.00	130,125.00	126,375.00	2,179,500.00
WTP ELECTRICAL SUBSTATION			11/15/18	3.100%	200,000	29,025.00	23,475.00	22,725.00	21,975.00	21,225.00	268,350.00
BANCROFT HIGH LIFT PUMPS			11/15/18	3.100%	90,000	16,200.00	13,500.00	13,050.00	7,675.00	7,425.00	118,800.00
WTP HEATING SYSTEM			11/15/18	3.100%	100,000	16,950.00	14,050.00	13,550.00	13,050.00	12,550.00	131,050.00
TOTAL WATER			017102-5742			2,242,912.44	2,122,059.21	2,023,428.16	1,902,306.64	1,836,387.21	18,572,600.42

DEBT SERVICE INFORMATION

TOWN OF ANDOVER DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2019 – PRINCIPAL & INTEREST

ART	DATE	DESCRIPTION	3/6/14	3/0/78%	2,400,000	192,150.00	186,150.00	180,150.00	174,150.00	168,150.00	2,333,400.00
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013		3/6/14	3.078%	2,400,000	192,150.00	186,150.00	180,150.00	174,150.00	168,150.00	2,333,400.00
WEST MIDDLE HVAC	ART 38, 2013		3/6/14	2.641%	1,250,000	119,950.00	115,700.00	111,450.00	107,200.00	102,950.00	995,350.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014		6/19/15	2.468%	1,500,000	139,000.00	135,000.00	131,000.00	127,000.00	123,000.00	1,319,000.00
BANGROFT SCHOOL	ART 1, 2013		6/19/15	2.770%	285,000	22,200.00	21,600.00	21,000.00	20,400.00	20,000.00	284,662.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015		12/15/16	2.187%	432,500	55,775.00	54,425.00	53,075.00	51,725.00	50,375.00	389,825.00
LOVELYFIELD TURF REPLACEMENT	ART 30, 2016		12/15/16	2.195%	475,000	61,850.00	60,350.00	58,850.00	57,350.00	55,850.00	427,650.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016		12/15/16	2.195%	475,000	61,850.00	60,350.00	58,850.00	57,350.00	55,850.00	427,650.00
COLLINS CENTER FAÇADE	ART 29, 2016		12/15/17	2.830%	1,700,000	142,175.00	137,925.00	133,675.00	129,425.00	125,175.00	2,100,300.00
HIGH PLAN/WOODHILL AC UPGRADE	ART 45, 2017		12/15/17	2.200%	449,100	61,725.00	59,475.00	57,225.00	54,975.00	52,725.00	478,825.00
MAJOR SCHOOL PROJECTS	ART 29, 2016		12/15/17	2.200%	360,000	48,125.00	46,375.00	44,625.00	42,875.00	41,125.00	377,300.00
COLLINS CENTER FAÇADE	ART 29, 2016		11/15/18	3.480%	300,000	35,100.00	26,750.00	26,750.00	26,750.00	26,750.00	435,900.00
HIGH PLAN/WOODHILL AC UPGRADE	ART 45, 2017		11/15/18	2.710%	275,000	49,875.00	41,500.00	40,000.00	38,500.00	37,000.00	347,500.00
MAJOR SCHOOL PROJECTS	ART 47, 2017		11/15/18	2.720%	370,000	66,750.00	55,500.00	53,000.00	51,000.00	49,000.00	468,750.00
MAJOR SCHOOL PROJECTS	ART 36, 2018		11/15/18	3.170%	722,000	102,150.00	80,450.00	77,950.00	75,450.00	72,950.00	979,050.00
TOTAL SCHOOL	017/102-5741				2,492,598.82	2,356,543.79	2,277,453.80	2,193,650.05	2,111,131.02	2,050,806.28	23,238,853.04
STREET											
BRIDGE CONSTRUCTION	ART 54, 2005		10/15/06	3.900%	250,000	12,542.50	12,165.00	11,782.50	11,395.00	11,000.00	79,685.00
STORMDRAINS	ART 50, 2008		3/15/09	3.958%	100,000	7,087.50	6,906.26	6,712.50	6,512.50	6,306.26	61,806.30
BRIDGE CONSTRUCTION	ART 52, 2007		2/24/11	3.757%	100,000	7,225.00	6,825.00	6,425.00	6,025.00	5,625.00	68,468.76
BRIDGE CONSTRUCTION	ART 32, 2008		2/24/11	3.757%	400,000	29,118.76	28,318.76	27,518.76	26,718.76	25,918.76	281,500.12
BRIDGE REPAIR	ART 24, 2011		12/22/11	2.552%	100,000	6,787.50	6,637.50	6,487.50	6,337.50	6,187.50	77,325.05
PARKING LOT	ART 25, 2011		12/22/11	2.072%	85,000	6,018.76	5,868.76	5,718.76	5,568.76	5,418.76	44,221.94
DRAINAGE	ART 33, 2011		12/22/11	2.575%	200,000	13,575.00	13,275.00	12,975.00	12,675.00	12,375.00	154,650.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008		2/24/11	3.591%	280,000	21,487.50	20,887.50	20,287.50	19,687.50	19,087.50	199,387.50
BRIDGE REPAIR	ART 32, 2008		12/19/12	2.458%	200,000	14,775.00	14,475.00	14,175.00	13,875.00	13,575.00	173,462.50
STORMDRAINAGE	ART 33, 2011		12/19/12	2.458%	100,000	7,387.50	7,237.50	7,087.50	6,937.50	6,787.50	86,731.26
HIGH PLAN/FISHBROOK	ART 42, 2012		12/19/12	2.722%	1,100,000	94,687.50	92,587.50	89,787.50	86,987.50	84,187.50	819,806.26
SIDEWALK CONSTRUCTION	ART 20, 2014		6/19/15	1.420%	138,000	26,000.00	-	-	-	-	26,000.00
MINOR STORMDRAIN REPAIRS	ART 44, 2015		12/15/16	2.178%	285,400	37,071.00	36,171.00	34,778.50	34,386.00	33,486.00	255,982.50
SIDEWALK CONSTRUCTION - RIVER ST	ART 62, 2015		12/15/16	1.781%	197,100	42,913.00	41,713.00	37,665.50	-	-	122,282.50
ENMORE STREET RECONSTRUCTION	ART 29, 2017		11/15/18	2.730%	300,000	51,750.00	42,750.00	41,250.00	39,750.00	38,250.00	382,500.00
TOTAL STREET	017/102-5744				378,426.52	336,017.78	322,892.52	277,131.02	263,679.78	253,809.69	2,833,809.69
MUNICIPAL FACILITIES											
TOWN HVAC	ART 46, 2006		12/1/07	3.668%	250,000	18,200.00	17,580.00	16,960.00	16,320.00	15,680.00	69,070.00
TOWN BUILDING RENOVATION	ART 27, 2007		3/15/09	3.806%	255,000	19,312.50	18,768.76	18,187.50	17,587.50	16,987.50	125,406.26
TOWN BUILDING RENOVATION	ART 28, 2007		3/15/09	3.927%	290,000	20,825.00	20,281.26	19,700.00	19,100.00	18,481.26	171,262.54
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002		3/15/09	3.929%	75,000	5,250.00	5,114.06	4,968.76	4,818.76	4,664.06	44,198.44
TOWN BUILDINGS	ART 27, 2007		2/15/10	3.230%	400,000	27,700.00	26,800.00	26,000.00	25,200.00	24,400.00	240,100.00
TOWN BUILDING REMODELING	ART 55, 2009		2/24/11	3.566%	650,000	49,950.00	48,550.00	47,150.00	45,750.00	44,350.00	458,012.50
TOWN BUILDING REPAIRS	ART 42, 2010		12/22/11	2.338%	163,000	12,412.50	12,112.50	11,812.50	11,512.50	11,212.50	103,975.05
TOWN BUILDING REPAIRS	ART 34, 2011		12/22/11	2.552%	500,000	33,937.50	33,187.50	32,437.50	31,687.50	30,937.50	386,625.05
TOWN BUILDING REPAIRS	ART 27, 2007		12/22/11	2.552%	100,000	6,787.50	6,637.50	6,487.50	6,337.50	6,187.50	37,325.05
BLANCHARD BALLFIELDS	ART 57, 2009		12/22/11	2.658%	325,000	24,075.00	23,475.00	22,875.00	22,250.00	21,600.00	176,887.50
BLANCHARD ST BALLFIELDS	ART 57, 2009		12/24/11	2.947%	100,000	6,200.00	6,000.00	5,800.00	5,600.00	5,400.00	34,200.00
TOWN BUILDING RENOVATIONS	ART 23, 2007		12/19/12	2.075%	200,000	19,150.00	18,700.00	18,100.00	17,500.00	16,900.00	128,950.00
PLAYGROUND REPLACEMENTS	ART 23, 2012		12/19/12	2.035%	200,000	19,250.00	18,800.00	18,200.00	17,600.00	17,000.00	128,450.00
TOWN BUILDING REPLACEMENTS	ART 24, 2012		12/19/12	2.161%	400,000	33,500.00	32,750.00	31,750.00	30,750.00	29,750.00	267,500.00
BALMORAL FENCE/MASONRY	ART 28, 2012		12/19/12	1.999%	125,000	12,450.00	12,150.00	11,750.00	11,350.00	10,950.00	75,450.00
FIRE COMMUNICATIONS	ART 31, 2012		12/19/12	1.439%	200,000	22,200.00	21,600.00	20,800.00	20,000.00	19,200.00	64,600.00
TECHNOLOGY HARDWARE	ART 22, 2012		12/19/12	1.458%	1,600,000	194,250.00	189,000.00	182,000.00	175,000.00	168,000.00	565,250.00
YOUTH CENTER	ART 3, 2011 STM		3/6/14	3.078%	2,000,000	160,125.00	155,125.00	150,125.00	145,125.00	140,125.00	1,944,500.00
TOWN BUILDING RENOVATIONS	ART 28, 2013		3/6/14	2.657%	300,000	28,425.00	27,425.00	26,425.00	25,425.00	24,425.00	241,600.00
TOWN BUILDING RENOVATIONS	ART 22, 2012		6/19/15	1.441%	200,000	41,600.00	40,400.00	39,200.00	38,000.00	36,800.00	211,600.00
TECHNOLOGY INFRASTRUCTURE	ART 39, 2014		6/19/15	2.005%	236,000	30,400.00	29,400.00	28,400.00	27,400.00	26,400.00	153,000.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 43, 2014		6/19/15	2.032%	467,000	55,800.00	54,000.00	52,200.00	50,400.00	48,600.00	307,800.00
TOWN BLDG & FACILITY MAINTENANCE	ART 45, 2014		6/19/15	1.432%	260,000	52,000.00	50,000.00	48,000.00	46,000.00	44,000.00	52,000.00
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014		6/19/15	2.043%	150,000	18,600.00	18,000.00	17,400.00	16,800.00	16,200.00	102,600.00
SAFETY & SECURITY UPGRADES	ART 38, 2015		12/15/16	2.188%	387,600	49,704.00	48,504.00	47,304.00	46,104.00	44,904.00	350,280.00
TOWN BUILDING REMODELING	ART 46, 2015		12/15/16	2.644%	1,153,400	111,602.00	109,202.00	105,228.00	104,450.00	97,125.00	1,208,230.00
PUBLIC WORKS VEHICLES	ART 26, 2016		12/15/16	1.780%	343,200	75,046.00	72,946.00	64,148.00	-	-	212,140.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016		12/15/16	1.820%	333,000	43,245.00	42,195.00	41,145.00	40,095.00	39,045.00	298,925.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016		12/15/17	2.190%	315,250	46,475.00	44,725.00	43,550.00	42,375.00	41,200.00	327,625.00
MEMORIAL PLAYS/STEAD PLAYGROUND	ART 57, 2016		12/15/17	2.190%	108,650	13,000.00	12,500.00	12,000.00	11,500.00	11,000.00	101,525.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017		12/15/17	3.100%	8,668,000	476,775.00	472,900.00	470,000.00	467,125.00	464,250.00	13,755,467.00
MAJOR TOWN PROJECTS	ART 43, 2017		12/15/17	2.190%	288,300	40,600.00	39,100.00	38,050.00	37,000.00	35,950.00	303,625.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017		12/15/17	2.190%	270,800	39,750.00	38,250.00	37,000.00	35,750.00	34,500.00	280,000.00
SAFETY & COMMUNICATIONS UPGRADE PHASE I	ART 44, 2017		11/15/18	2.610%	300,000	56,625.00	47,375.00	45,625.00	43,875.00	42,125.00	372,750.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017		11/15/18	3.860%	5,000,000	322,125.00	299,000.00	299,000.00	299,000.00	299,000.00	8,717,600.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017		11/15/18	3.870%	3,000,000	194,700.00	175,050.00	177,425.00	174,675.00	176,800.00	5,306,400.00
TOWN BUILDING PROJECTS	ART 34, 2018		11/15/18	3.180%	775,000	108,750.00	87,625.00	84,125.00	81,125.00	79,375.00	1,051,750.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018		11/15/18	2.700%	35,400.00	27,000.00	26,000.00	25,000.00	24,000.00	23,000.00	216,900.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017		11/15/18	3.370%	226,575	31,953.75	24,325.00	22,825.00	22,075.00	21,325.00	316,253.75
PUBLIC WORKS SIDEWALK PLOW & DUMP TRUCK	ART 41, 2017		11/15/18	2.							

GENERAL INSURANCE

General Insurance

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

GENERAL INSURANCE			FY2017	FY2018	FY2019	FY2020	FY2020
INSURANCE			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019452	GENERAL INSURANCE						
	5202	COMPREHENSIVE INS	375,595	376,036	525,591	578,150	578,150
	5711	WORKER'S COMP	674,762	511,273	442,112	486,323	486,323
	5975	TRANSFER TO TRUST	136,216	14,096	-	-	-
	SUBTOTAL		<u>1,186,573</u>	<u>901,405</u>	<u>967,703</u>	<u>1,064,473</u>	<u>1,064,473</u>
	TOTAL GENERAL INSURANCE		1,186,573	901,405	967,703	1,064,473	1,064,473

UNEMPLOYMENT COMPENSATION FUND

Unemployment Compensation Fund

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

	Beginning Balance	Appropriations	Earnings	Expenditures	Closing Balance
Fiscal 2018	\$286,342	\$160,000	\$3,145	\$92,297	\$357,190
Fiscal 2017	\$275,494	\$160,000	\$1,532	\$150,684	\$286,342
Fiscal 2016	\$265,422	\$158,000	\$758	\$148,686	\$275,494
Fiscal 2015	\$59,446	\$395,000	\$262	\$189,286	\$265,422
Fiscal 2014	\$15,112	\$200,000	\$148	\$155,814	\$59,446
Fiscal 2013	\$42,765	\$121,000	\$109	\$148,762	\$15,112
Fiscal 2012	\$160,407	\$100,000	\$267	\$217,909	\$42,765
Fiscal 2011	\$89,596	\$204,619	\$322	\$134,130	\$160,407
Fiscal 2010	\$225,077	\$150,000	\$929	\$286,410	\$89,596

UNEMPLOYMENT COMPENSATION		FY2017	FY2018	FY2019	FY2020	FY2020
UNEMPLOYMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019132	UNEMPLOYMENT COMPENSATION					
	5712 UNEMPLOYMENT COMP	160,000	160,000	160,000	160,000	160,000
	SUBTOTAL	160,000	160,000	160,000	160,000	160,000
	TOTAL UNEMPLOYMENT COMP	160,000	160,000	160,000	160,000	160,000

HEALTH INSURANCE

Health Insurance Fund

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

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

On July 1, 2015 the Town became self-funded for health insurance. A deductible plan was implemented along with a 50% HRA reimbursement resulting on a 0% rate increase. On January 9, 2016 the Board of Selectmen voted, for the second time, to change health insurance benefits under MGL C32B Sections 21 and 22, as added by Chapter 69 of the Acts of 2011. This generated estimated savings of over \$1,400,000 and for the second year in a row resulted in a 0% rate increase. In April, 2016 the Andover Board of Selectmen voted to systematically increase the health insurance premium contribution split for retirees under the age of 65 to 50% by FY2020 and appropriate the savings to OPEB Trust Fund, which is estimated at \$769,703 for FY19. The FY18 health insurance budget increased by 7.55% which included a 5.1% rate increase. Beginning in FY18, all new employees will pay 30% towards the cost of their health insurance. This is estimated to save the Town \$160,917 in FY19 and more in future years.

The Town Manager's preliminary recommended FY20 appropriation for employee and retiree health insurance is \$22,074,808. This budget recommendation is based on an estimated increase in plan renewal rates effective July 1, 2018. The Town anticipates receiving the actual renewal rate proposal prior to the 2019 Annual Town Meeting, which may warrant an adjustment in the recommended appropriation.

	BUDGET HEALTH INSURANCE	BUDGET RETIRED TEACHERS	TOTAL
FY2020 – TM Rec	22,074,808		22,074,808
FY2019	20,662,075		20,662,075
FY2018	19,257,000		19,257,000
FY2017	17,905,037		17,905,037
FY2016	17,052,416		17,052,416
FY2015	15,670,957	* 214,134	15,885,091
FY2014	14,000,000	2,235,835	16,235,835
FY2013	13,790,500	1,954,609	15,745,109
FY2012	14,355,000	1,914,379	16,269,379
FY2011	13,362,241	2,316,876	15,679,117
FY2010	12,440,000	2,496,933	14,936,933
FY2009	11,097,000	2,278,091	13,375,091

HEALTH INSURANCE	FY2017	FY2018	FY2019	FY2020	FY2020
HEALTH INSURANCE	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019142 HEALTH INSURANCE EXPENSES					
5206 HEALTH INSURANCE	17,905,037	19,257,000	20,662,075	22,074,808	22,074,808
SUBTOTAL	17,905,037	19,257,000	20,662,075	22,074,808	22,074,808
TOTAL HEALTH INSURANCE	17,905,037	19,257,000	20,662,075	22,074,808	22,074,808

*As of 9/1/2015 the town assumed responsibility for retired teachers' health insurance from the GIC

OTHER POST EMPLOYMENT BENEFITS (OPEB)

Other Post Employment Benefits (OPEB)

The term Other Post Employment Benefits (OPEB) refers to retiree benefits other than pensions, which primarily means health insurance, but also includes benefits such as dental, vision, life, long-term disability and long-term care benefits, if and when offered. The Government Accounting Standards Board (GASB) issued Statement 43 “Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans” and Statement 45 “Accounting and Financial Reporting by Employers for Postemployment Benefit Plans Other Than Pensions” in 2004. These actions mandated that all U.S. governmental entities publically disclose their OPEB costs and liabilities starting in 2008, with the states and the largest municipalities phased in first, followed by smaller units of government.

The Town of Andover conducted its first actuarial OPEB analysis in 2009, and identified \$245 million in projected Actuarial Accrued Liabilities (AAL) through the year 2040. This was a fairly typical amount for a municipality of Andover’s size and number of employees. The Town conducted its second analysis in 2011, which resulted in \$215 million of projected Actuarial Accrued Liabilities over 30 years. The Town conducted its third analysis in 2013, which resulted in \$137 million of projected Actuarial Accrued Liabilities over 30 years.

The latest OPEB actuarial valuation was completed as of June 30, 2015. The Town’s AAL, using a partially funded interest rate of 4.25%, was calculated at \$184 million. This is an increase over the prior valuation of \$47 million due to using a lower interest rate and the effects of medical inflation. The Town’s Annual Required Contribution (ARC) was calculated at \$14.4 million per year, an increase of \$3.2 million. The ARC reflects the projected \$184 million total liability, amortized at 4.25% over 30 years. \$9.0 million of the ARC is attributed to school retirees, \$5.1 million to Town retirees and \$375k to Water and Sewer Enterprise retirees. All of the Town’s actuarial valuations and other OPEB reports can be viewed on the Town website at andoverma.gov

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

In April 2015 the Andover Board of Selectmen established an OPEB Committee to study and report on the complex issue of OPEB and to make recommendations relative to managing the liability. The Committee issued its report dated March 31, 2016.

As a result of this report, in April, 2016 the Andover Board of Selectmen voted to systematically increase the premium contribution split for health insurance for retirees under the age of 65 to 50% by FY2020 and appropriate the savings to the OPEB trust Fund. Based on this action it is projected that the Town will fully fund its OPEB liability by FY2047.

The Town has been appropriating funding into its OPEB Trust Fund since 2010. Funding has been requested at each Annual Town Meeting from various funding sources. The 2018 Annual Town Meeting appropriated a total of \$1,811,888 into the OPEB Trust Fund from the following sources: \$647,185 from Gen. Fund (Art. 4); \$330,000 from water rates; \$65,000 from sewer rates, and \$769,703 from health insurance savings. The balance in the OPEB Trust Fund as of 6/30/18 was \$7,668,276 including interest.

For FY2020, the Town Manager is recommending a total appropriation of \$1,971,134 from the following sources: \$663,365 from Gen. Fund (Art. 4); \$334,950 from water rates, \$66,625 from sewer rates, and \$906,194 from health insurance savings. The appropriation is a 2.5% increase from the FY 2019 budget. The next actuarial valuation will reflect these results of these reform measures.

OPEB		FY2017	FY2018	FY2019	FY2020	FY2020
OTHER POST EMPLOYMENT BENEFITS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019152	OPEB					
	5950	FIXED COSTS	1,127,572	1,264,338	1,416,888	1,569,559
		SUBTOTAL	1,127,572	1,264,338	1,416,888	1,569,559
		TOTAL OPEB	1,127,572	1,264,338	1,416,888	1,569,559

RETIREMENT FUND

Retirement Fund

This account includes the annual appropriation requirement established by the Public Employee Retirement Administration Commission (PERAC) based upon the Andover Retirement Board's approved funding schedule. A five-member board administers the retirement program for all retired town, Andover Housing Authority and school employees (excluding school teachers, who retire under the Massachusetts Teachers' Retirement System). The Board is comprised of the Town Accountant, two members elected by the members of the retirement system, an appointee of the Board of Selectmen, and a member appointed by the other four Board members. The Andover Retirement Board updates its actuarial valuation every two years, at which time a new funding schedule is established. The latest approved funding schedule is shown below. This actuarial valuation schedule is as of 1/1/168. This funding schedule fully amortizes the unfunded actuarial liabilities by 2035.

Funding Schedule

(1) Fiscal Year Ended June 30	(2) Employer Normal Cost	(3) Amortization of Remaining Unfunded Actuarial Accrued Liability	(4) Actuarially Determined Contribution (2) + (3)	(5) Unfunded Actuarial Accrued Liability at Beginning of Fiscal Year	(6) Percent Increase in Appropriation
2019	\$2,630,751	\$7,833,814	\$10,464,565	\$150,057,091	--
2020	2,732,689	8,485,324	11,218,013	151,107,575	7.20%
2021	2,838,555	9,187,155	12,025,710	151,541,379	7.20%
2022	2,948,500	9,943,061	12,891,561	149,692,994	7.20%
2023	3,062,680	10,757,074	13,819,754	147,092,153	7.20%
2024	3,181,259	11,633,517	14,814,776	145,943,249	7.20%
2025	3,304,404	12,577,036	15,881,440	143,781,400	7.20%
2026	3,432,290	13,592,614	17,024,904	140,464,332	7.20%
2027	3,565,099	14,685,598	18,250,697	135,834,511	7.20%
2028	3,703,020	15,861,727	19,564,747	129,717,685	7.20%
2029	3,846,249	17,127,160	20,973,409	121,921,298	7.20%
2030	3,994,988	18,488,506	22,483,494	112,232,764	7.20%
2031	4,149,450	19,952,856	24,102,306	100,417,581	7.20%
2032	4,309,853	21,527,819	25,837,672	86,217,291	7.20%
2033	4,476,424	23,221,560	27,697,984	69,347,245	7.20%
2034	4,649,401	25,042,838	29,692,239	49,494,182	7.20%
2035	4,829,027	26,462,375	31,291,402	26,313,594	5.39%
2036	5,015,558	0	5,015,558	0	-83.97%

Notes: Contributions are assumed to be paid August 1.
 Item (2) reflects 3.5% growth in payroll as well as a 0.15% adjustment to total normal cost to reflect the effects of mortality improvements due to the generational mortality assumption.
 Projected normal cost does not reflect the future impact of pension reform for future hires.
 Projected unfunded actuarial accrued liability reflects deferred investment gains and losses.
 Assumes contribution of budgeted amount for fiscal 2019.

RETIREMENT		FY2017	FY2018	FY2019	FY2020	FY2020
RETIREMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019112	RETIREMENT EXPENSES					
	5721 PENSION CONTRIBUTORY	8,581,696	9,428,488	10,371,338	11,110,355	11,110,355
	SUBTOTAL	8,581,696	9,428,488	10,371,338	11,110,355	11,110,355
	TOTAL RETIREMENT	8,581,696	9,428,488	10,371,338	11,110,355	11,110,355

COMPENSATION FUND / RESERVE FUND

Compensation Fund

The Compensation Fund, established by town bylaw, is a reserve for salary adjustments, and union and non-union wage settlements that may occur during the year. Any transfer from this fund requires the approval of the Board of Selectmen. All collective bargaining agreements have been settled and are included in department salary amounts.

COMPENSATION FUND		FY2017	FY2018	FY2019	FY2020	FY2020
COMPENSATION FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011301	COMPENSATION FUND SALARIES					
	5199 COMPENSATION PLAN	-	-	-	625,000	590,000
	SUBTOTAL	-	-	-	625,000	590,000
	TOTAL COMPENSATION FUND	-	-	-	625,000	590,000

Reserve Fund

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

RESERVE FUND		FY2017	FY2018	FY2019	FY2020	FY2020
RESERVE FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011322	RESERVE FUND EXPENSES					
	5700 UNCLASSIFIED EXP	-	-	200,000	200,000	200,000
	SUBTOTAL	-	-	200,000	200,000	200,000
	TOTAL RESERVE FUND	-	-	200,000	200,000	200,000

SECTION 6



REVENUE & EXPENDITURE PROJECTIONS

REVENUE & EXPENDITURE PROJECTIONS

TOWN OF ANDOVER LONG RANGE FINANCIAL PROJECTION FY2020 - FY2024

	FY 2019	Dollar Change	Percent Change	FY 2020	Dollar Change	Percent Change	FY 2021	Dollar Change	Percent Change	FY 2022	Dollar Change	Percent Change	FY 2023	Dollar Change	Percent Change	FY 2024	Dollar Change	Percent Change	5 Year Average	5 Year Average	
I REVENUE																					
A. Property Taxes																					
Prior Year Levy	136,417,582	5,708,210	4.37%	142,600,950	6,183,369	4.53%	148,637,563	6,036,613	4.23%	154,825,092	6,187,528	4.16%	161,167,008	6,342,217	4.10%	167,668,081	6,500,772	4.03%	23.30%	4.66%	4.66%
2.1/2% Increase	3,410,440	142,705	4.37%	3,566,024	154,584	4.37%	3,715,939	150,915	4.23%	3,870,627	154,688	4.16%	4,021,083	158,555	4.00%	4,191,702	162,619	4.03%	23.30%	4.66%	4.66%
New Growth	2,772,939	332,463	13.62%	2,471,589	(301,340)	-10.87%	2,471,589	0	0.00%	2,471,589	0	0.00%	2,471,589	0	0.00%	2,471,589	0	0.00%	1.27%	0.25%	0.25%
Unused Excess Levy Capacity	(1,133,665)	(27,600)	2.50%	600,000	833,666	-73.53%	(300,000)	0	0.00%	(300,000)	0	0.00%	(300,000)	0	0.00%	(300,000)	0	0.00%	0.00%	0.00%	0.00%
Exempt Debt Service	3,902,886	(137,955)	-3.41%	3,769,989	(119,907)	-3.07%	3,650,110	(259,879)	-6.89%	3,003,961	(360,149)	-14.90%	(322,235)	(2,292,608)	-10.73%	(2,292,608)	(389,117)	-14.51%	-38.63%	-6.73%	-6.73%
Total Property Taxes	145,370,281	6,017,724	4.32%	152,120,552	6,790,271	4.64%	158,665,202	5,834,649	3.90%	163,871,269	5,816,068	3.66%	170,049,807	6,178,537	3.77%	176,324,631	6,274,374	3.69%	22.03%	4.41%	4.41%
B. State Aid	12,830,454	623,077	5.10%	13,751,378	920,924	7.18%	14,004,861	253,483	1.84%	14,277,233	272,372	1.94%	14,555,053	283,376	1.95%	14,838,429	283,376	1.95%	19.23%	3.85%	3.85%
C. Local Receipts	12,290,042	757,142	6.59%	13,010,017	759,975	6.20%	13,014,083	4,066	0.03%	13,021,975	7,892	0.06%	13,030,004	8,089	0.06%	13,038,355	8,291	0.06%	13.88%	2.88%	2.88%
D. Free Cash for CIP & Articles	4,714,000	2,889,000	0.00%	3,000,000	(1,714,000)	0.00%	1,200,000	(1,800,000)	0.00%	-	(1,200,000)	0.00%	-	-	0.00%	-	1,200,000	0.00%	1.96%	0.39%	0.39%
E. Other Revenues - Indirects, Cable, Bond Prem	2,068,088	14,632	0.71%	2,151,641	83,553	4.04%	2,162,092	10,451	0.49%	2,154,315	(7,777)	-0.36%	2,093,532	(4,247,847)	-197.08%	2,156,820	(4,250,352)	-203.02%	1.96%	0.39%	0.39%
TOTAL REVENUES	177,252,865	10,302,145	6.17%	184,033,588	6,800,723	3.84%	188,436,238	4,402,650	2.39%	193,324,792	4,886,554	2.59%	199,728,455	2,216,598	1.15%	206,357,584	3,515,460	1.76%	16.67%	3.73%	3.73%
II APPROPRIATIONS - Debt/Obligations/Capital																					
A. Capital & Debt Service																					
Non-Exempt Debt Service	6,139,079	675,718	12.37%	6,705,875	566,166	9.22%	7,618,316	942,441	14.05%	8,328,587	800,271	8.89%	8,646,009	318,322	3.62%	9,096,938	450,029	5.20%	58.25%	11.65%	11.65%
Exempt Debt Service	3,981,010	(144,332)	-3.55%	3,859,110	(121,900)	-3.06%	3,801,449	(257,661)	-6.69%	3,068,924	(332,559)	-14.79%	2,740,312	(328,612)	-10.71%	2,344,818	(395,494)	-14.43%	-33.57%	-6.71%	-6.71%
Cash Capital Outlay	3,265,077	(413,789)	-11.25%	3,963,698	698,621	21.40%	5,898,077	1,734,379	43.76%	4,321,018	(1,377,059)	-24.17%	3,381,789	(939,229)	-21.74%	3,420,528	(38,739)	1.15%	-8.06%	-1.62%	-1.62%
Total General Fund Capital	13,385,166	117,386	0.89%	14,528,683	1,427,517	8.54%	16,947,842	2,419,159	16.65%	15,178,529	(1,229,313)	-7.25%	14,769,010	(949,519)	-6.49%	14,862,284	93,274	0.63%	12.90%	2.68%	2.68%
B. Obligations - Fixed Costs																					
Retirement	10,371,337	942,849	10.00%	11,110,355	739,018	7.13%	11,910,301	799,946	7.20%	12,771,561	861,260	7.23%	13,694,754	923,193	7.23%	14,680,776	986,022	7.20%	45.25%	9.05%	9.05%
Insurance/Workers Comp	967,703	66,299	7.35%	1,064,473	96,770	10.00%	1,170,921	106,447	10.00%	1,286,013	117,092	10.00%	1,416,814	128,801	10.00%	1,538,485	141,681	10.00%	57.18%	11.44%	11.44%
Unemployment Compensation	160,000	0	0.00%	160,000	0	0.00%	160,000	0	0.00%	160,000	0	0.00%	160,000	0	0.00%	160,000	0	0.00%	0.00%	0.00%	0.00%
Health Insurance	21,592,885	1,702,757	8.56%	23,320,110	1,727,416	8.00%	25,185,719	1,863,609	8.00%	27,200,577	2,014,858	8.00%	29,376,623	2,176,046	8.00%	31,726,753	2,350,130	8.00%	0.00%	0.00%	0.00%
Less: Retiree Savings To OPEB	(769,703)			(806,194)			(851,054)			(899,079)			(1,039,042)			(1,080,604)					
Less: New Employee Contribution Split	(160,917)			(339,108)			(595,703)			(842,106)			(1,391,044)			(1,418,865)					
Total Health Insurance	20,662,075	1,405,075	7.30%	22,074,808	1,472,734	6.94%	23,638,962	1,564,154	7.09%	25,259,392	1,620,430	6.85%	26,946,537	1,687,145	6.88%	29,227,584	1,759	0.00%	39.93%	7.99%	7.99%
OPEB	1,416,888			1,569,559			1,631,003			1,696,026			1,753,413			1,812,834					
OPEB Original	647,665	15,785	2.50%	663,365	16,180	2.50%	679,949	16,584	2.50%	696,947	16,989	2.50%	714,371	17,424	2.50%	732,220	17,659	2.50%	13.14%	2.63%	2.63%
OPEB Additional Retiree Savings	769,213	136,765	21.61%	906,194	136,491	17.73%	951,054	44,860	4.85%	999,079	48,025	5.05%	1,039,042	39,963	4.00%	1,080,604	41,562	4.00%	64.16%	12.83%	12.83%
Total General Fund Obligations	46,963,769	2,694,360	6.06%	50,507,878	3,544,110	7.55%	55,659,029	4,337,600	8.71%	56,893,521	4,676,663	8.44%	58,740,528	4,972,572	8.74%	62,301,673	5,818,001	9.90%	32.66%	6.53%	6.53%
C. State Assessments	836,811	293,069	44.59%	828,625	(8,186)	-0.98%	849,341	20,716	2.50%	870,574	41,949	4.78%	892,338	21,764	2.50%	914,647	22,309	2.50%	54.19%	10.84%	10.84%
D. Offset Aid - Assistance to Libraries	46,474	644,000	1.41%	45,008	(966,000)	-2.08%	45,508	0	0.00%	45,508	0	0.00%	45,508	0	0.00%	45,508	0	0.00%	-0.70%	-0.14%	-0.14%
E. Technical School Assessment	628,300	18,300	3.00%	647,149	18,849	3.00%	666,563	19,414	3.00%	686,500	19,997	3.00%	707,157	20,597	3.00%	728,372	21,215	3.00%	15.93%	3.19%	3.19%
F. Overlay Reserve	830,407	238,941	40.40%	1,200,000	369,593	44.51%	900,000	(300,000)	-25.00%	900,000	0	0.00%	900,000	0	0.00%	900,000	0	0.00%	52.16%	10.43%	10.43%
G. Warrant Articles - From Taxation	117,000	86,000	277.42%	33,000	(84,000)	-71.79%	33,000	0	0.00%	33,000	0	0.00%	33,000	0	0.00%	33,000	0	0.00%	0.00%	0.00%	0.00%
H. Warrant Articles - From Free Cash	4,714,000	2,889,000	0.00%	3,000,000	(1,714,000)	0.00%	1,200,000	(1,800,000)	0.00%	-	(1,200,000)	0.00%	-	-	0.00%	-	1,200,000	0.00%	0.00%	0.00%	0.00%
I. Other - Court Judgments & Delicts	0	0	0.00%	152,076	152,076	0	150,000	(2,076,000)	-1.37%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%	0.00%	0.00%	0.00%
Total Debt/Obligations/Capital	54,136,761	6,175,314	12.88%	56,414,236	2,277,476	4.21%	59,303,441	2,335,654	4.14%	59,579,163	3,519,893	5.94%	61,468,531	5,014,933	8.42%	65,073,200	6,881,525	9.54%	28.16%	5.63%	5.63%
III APPROPRIATIONS - Town & School Operations																					
Town	40,585,445	953,340	2.41%	42,014,545	1,429,100	3.52%	43,169,945	1,155,400	2.75%	44,357,118	1,187,173	2.75%	45,576,939	1,219,821	2.75%	46,830,305	1,253,366	2.75%	15.00%	3.00%	3.00%
School	82,510,669	3,173,487	4.00%	85,604,808	3,094,150	3.75%	88,814,988	3,210,180	3.75%	92,146,550	3,330,562	3.75%	95,601,008	3,455,458	3.75%	99,186,046	3,585,038	3.75%	20.50%	4.10%	4.10%
Total Appropriations for Operations	123,096,114	4,126,827	3.47%	127,619,353	4,523,249	3.67%	131,984,933	4,365,580	3.42%	136,503,668	4,517,736	3.42%	141,177,947	4,675,279	3.43%	146,016,351	4,838,404	3.43%	3.43%	3.43%	3.43%
TOTAL APPROPRIATIONS	177,252,865	10,302,144	6.17%	184,033,589	6,800,724	3.64%	191,268,374	6,701,234	3.64%	196,081,832	8,037,629	4.20%	202,646,479	6,564,647	3.35%	211,089,351	8,443,072	4.17%	3.35%	3.35%	3.35%
BALANCE	(0)	(0)	(0)	(0)	(0)	(0)	(2,822,135)	(2,822,135)	(2,822,135)	(2,757,039)	(2,757,039)	(2,757,039)	(2,918,024)	(2,918,024)	(2,918,024)	(4,731,967)	(4,731,967)	(4,731,967)	(4,731,967)	(4,731,967)	(4,731,967)

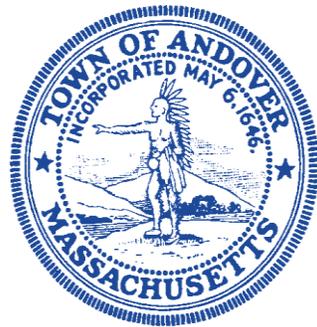
REVENUE & EXPENDITURE PROJECTIONS

REVENUE AND EXPENDITURE PROJECTIONS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY24 ASSUMPTIONS
REVENUES	RECAP	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION	
PROPERTY TAXES							
Prior Year Tax Levy Limit	14,600,930	14,600,930	14,637,543	14,825,092	16,116,308	167,668,081	Beginning tax levy limit based on full levy FY18
Annual Increase	3,410,440	3,566,024	3,715,939	3,870,627	4,029,183	4,191,702	Additional 2.5% allowed by law
Cancelled New Growth	2,774,939	2,471,589	2,471,589	2,471,589	2,471,589	2,471,589	New growth estimate based on 3-yr. avg
Unused Tax Levy Capacity	(1,133,365)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	Unused Levy A.M. 2015
TOTAL	14,141,985	14,837,563	15,452,092	16,086,399	16,736,881	174,081,372	
ADDITIONAL EXP. TO PROPERTY TAXES							
Debt Service Exclusion (Existing)	3,981,010	3,889,110	3,601,449	3,088,924	2,740,312	2,344,818	Existing bonded projects
Less Premium Adjustment	(731,114)	(681,121)	(711,338)	(684,662)	(638,536)	(572,268)	Per Town Act calculation
TOTAL	3,907,896	3,782,989	3,530,110	3,009,991	2,681,726	2,292,609	
STATE AID							
Chapter 70 Education Aid	10,953,662	11,454,144	11,688,327	11,916,891	12,153,229	12,398,334	2% Increase
Charter Tuition/Capital Assessment Reimbursement	43,378	29,191	29,191	29,191	29,191	29,191	Level
Reserve for Direct Expenditures (C/S Offsets)	46,474	46,508	46,508	46,508	46,508	46,508	Level
Veterans Benefits	48,780	70,568	57,015	57,015	57,015	57,015	Level
Vet. Blind, Surv Spouse Benefit	38,662	41,074	41,074	41,074	41,074	41,074	Level
State Owned Land	207,959	213,475	213,475	213,475	213,475	213,475	Level
General Municipal Aid	1,847,339	1,897,423	1,935,371	1,974,079	2,013,560	2,053,832	2% Increase
TOTAL	12,830,454	13,751,378	14,004,961	14,277,333	14,553,033	14,838,479	
GENERAL LOCAL REVENUES							
Motor Vehicle Licenses	5,308,811	5,526,838	5,526,838	5,526,838	5,526,838	5,526,838	5 Year Average
Licenses/Permits	2,732,111	2,878,357	2,878,357	2,878,357	2,878,357	2,878,357	Level
Penalties/Interest	424,345	434,834	434,834	434,834	434,834	434,834	Level
Fees	339,848	308,910	308,910	308,910	308,910	308,910	Level
General Government	293,378	561,402	561,402	561,402	561,402	561,402	Level
Fees	81,813	121,310	121,310	121,310	121,310	121,310	Level
Investment Income	81,283	141,159	141,159	141,159	141,159	141,159	Level
Wash Fee	650,538	565,345	565,345	565,345	565,345	565,345	Level
Hotel/Motel Excise	1,659,271	1,789,321	1,789,321	1,789,321	1,789,321	1,789,321	Level
Medical Reimbursement	353,279	369,924	369,924	369,924	369,924	369,924	Level
Library/Other	3,653	3,653	3,653	3,653	3,653	3,653	Level
Miscellaneous PILOT'S	383,000	315,656	315,656	315,656	315,656	315,656	Increase 2.5%
TOTAL	12,250,042	13,014,083	13,014,083	13,014,083	13,014,083	13,014,083	
OFFSET LOCAL REVENUES							
Community Services	583,510	583,510	583,510	583,510	583,510	583,510	Based on avail bal/reserved direct exp within dept. budgets
Youth Services	4,482	4,482	4,482	4,482	4,482	4,482	Level
Elder Services	106,000	106,000	106,000	106,000	106,000	106,000	Level
Municipal Facilities	80,000	80,000	80,000	80,000	80,000	80,000	Level
Spring Grove Cemetery	60,000	60,000	60,000	60,000	60,000	60,000	Level
Police Off-Duty Fee	90,000	90,000	90,000	90,000	90,000	90,000	Level
Ambulance	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	Level
TOTAL	2,119,510	2,119,510	2,119,510	2,119,510	2,119,510	2,119,510	
ENTERPRISE FINDS							
Water and Sewer Rates and Operating Reserves	14,556,160	15,088,728	15,580,307	16,034,187	16,103,165	16,404,086	Level
TOTAL	14,556,160	15,088,728	15,580,307	16,034,187	16,103,165	16,404,086	
OTHER AVAILABLE FINDS-BUDGET							
Off-Street Parking Fund (Operating Budget)	19,883	146,073	140,000	140,000	140,000	140,000	Reserved direct expenditure in GP Dept Budget
Cable - Technology P&I	29,657	235,830	189,000	122,000	-	-	Actual Debt Offset - Final Payment FY22
Cemetery Perpetual Care	6,000	6,000	6,000	6,000	6,000	6,000	Cemetery Maintenance
Andover Youth Foundation	30,000	30,000	30,000	30,000	30,000	30,000	Youth Center Exp
CD&P Wetland Fees	25,000	25,000	25,000	25,000	25,000	25,000	Wetlands
TOTAL	488,520	436,923	390,000	325,000	201,000	201,000	
OTHER AVAILABLE FINDS-ARTICLES							
Cable IT	200,000	370,870	300,000	300,000	300,000	300,000	Cable Funds IT-2 (CIP 10/31/18)
Cable Operating	457,902	-	-	-	-	-	Level
Water Sewer Reserves and Articles	445,000	875,000	875,000	375,000	375,000	375,000	Water DPNW 10-22-2K, DPNW 16- \$100K, DPNW 17- \$100K, DPNW 18- \$450K
Water Sewer Reserves Operating	48,384	68,912	348,006	930,396	1,919,633	2,530,956	Water Sewer Projections 10/31/18
Overhead Supplies	33,000	30,000	30,000	30,000	30,000	30,000	FY20 Payroll
Reserve Funds	75,000	40,000	-	-	-	-	Per FY20 FY24 CIP (10/31/18)
Elder Service Stabilization Transfer	13,000	-	-	-	-	-	Level
Bond Premium Stabilization	109,000	100,000	100,000	100,000	100,000	100,000	Estimate
TOTAL	1,366,206	1,498,782	1,618,006	1,709,396	2,691,933	3,985,956	
FREE CASH							
Capital Projects Articles	2,514,000	3,000,000	1,200,000	-	-	-	Level
Operating Budget - FY18	2,200,000	-	-	-	-	-	\$1.4M S&L \$800K Fee Ratio
Other Articles	4,714,000	3,000,000	1,200,000	-	-	-	Snow & Ice - FY16
* GRAND TOTAL REVENUES + INCREASE OVER PRIOR YEAR	193,746,173	201,175,383	206,086,451	211,457,052	218,857,013	226,895,788	3.70%

REVENUE & EXPENDITURE PROJECTIONS

REVENUE AND EXPENDITURE PROJECTIONS	10/15/18	2/1/2019	FY2021 PROJECTION	FY2022 PROJECTION	FY2023 PROJECTION	FY2024 PROJECTION	FY20 ASSUMPTIONS
EXPENDITURES							
OBLIGATIONS							
Retirement	10,371,337	11,110,355	11,910,301	12,771,561	13,694,754	14,680,776	ARB 1/18 Funded 2035 7.2% Increase Per Year less est AHA Increase 10%
Insurance/Workers Comp	967,703	1,064,473	1,170,921	1,288,013	1,416,814	1,558,495	Increase 10%
Unemployment Compensation	160,000	160,000	160,000	160,000	160,000	160,000	Increase 0% FY20 - FY24
Health insurance	21,592,695	23,320,110	25,185,719	27,200,577	29,376,623	31,726,753	Increase 8%
Health Insurance Savings Offset to OPBE	(769,703)	(936,194)	(959,054)	(999,079)	(1,039,042)	(1,080,604)	Retiree Savings to OPBE/Contribution Change
Health Insurance Savings New Employee Contributions	(166,917)	(339,108)	(595,703)	(942,106)	(1,391,044)	(1,941,865)	Eff 7/1/17 Emp 30%/Town 70% HMO Plans 20 New per Yr.
Other State Assessments	836,811	828,625	840,341	870,574	892,338	914,647	Final Cherry Sheet/Increase 2.5%
Overlay	830,407	1,200,000	900,000	900,000	900,000	900,000	Reval Year 2020
OPBE Original	647,185	663,365	679,949	696,947	714,371	732,230	Increase 2.5%
OPBE Additional Retiree Savings	769,703	906,194	951,054	999,079	1,039,042	1,080,604	Per OPBE Funding Schedule
Technical Schools	628,300	647,149	666,563	686,560	707,157	728,372	Increase 3%
Water and Sewer Operating Budget	8,428,801	8,752,222	8,986,842	9,228,148	9,476,334	9,731,598	Per TM Projection/OPBE/Est. Retirement Included
Reserve for Direct Expenditures	46,474	45,508	45,508	45,508	45,508	45,508	Cherry sheet offsets
Other Local Expenditures (Deficits to be Raised)	-	152,076	150,000	150,000	150,000	150,000	Overlay/court judgments, deficits to be raised
TOTAL	44,348,796	47,604,775	50,109,441	53,055,782	56,142,856	59,909,514	
DEBT SERVICE							
Existing Non-Exempt General Fund Debt	4,525,684	5,007,174	4,745,065	4,646,312	4,241,564	4,015,402	Actual Debt
Appropriated/Not Borrowed Non-Exempt General Fund	279,376	1,277,851	1,635,636	1,630,100	1,595,759	1,556,293	Per 11/15/18 Actual Borrowing
New General Fund CIP PROJECTS	909,982	-	895,615	1,745,175	2,624,586	3,340,243	Per 10/31/18 CF Debt Analysis
Cable Funds - Technology	239,637	235,850	189,000	122,000	-	-	Actual Cable Funds Offset
BAN Interest non-exempt	80,000	80,000	80,000	80,000	80,000	80,000	
General Fund Bond Issue Expense	105,000	105,000	105,000	105,000	105,000	105,000	
Existing Water and Sewer Debt	4,413,212	4,253,463	4,109,704	3,904,255	3,309,802	2,976,107	Actual Debt
New Water and Sewer CIP PROJECTS	-	296,175	918,675	1,864,865	3,207,430	4,135,508	Per 12/4/18 Water/Sewer Projections
Water and sewer BAN interest/bond expense	35,000	35,000	35,000	35,000	35,000	35,000	
New Exempt Debt	-	-	-	-	-	-	
Existing Exempt Debt - School and Public Safety Center	3,981,010	3,859,110	3,601,449	3,088,924	2,740,312	2,344,818	Actual Debt
TOTAL	14,568,901	15,149,623	16,313,144	17,201,631	17,939,453	18,588,370	
Capital Projects Fund from taxation							
Capital Projects Fund from taxation	3,265,077	3,963,698	5,698,077	4,321,018	3,381,789	3,420,528	FY20-FY24 CIP Actual Requests
TOTAL	3,265,077	3,963,698	5,698,077	4,321,018	3,381,789	3,420,528	
OFFSET/AVAILABLE FUNDS EXPENDITURES							
Offset Local Revenues	2,219,510	2,273,992	2,223,992	2,223,992	2,223,992	2,223,992	
Other Available Funds - Budget	193,883	195,073	265,000	265,000	265,000	265,000	Parking (\$140,073) Wetlands (\$25,000) AYS (\$30,000)
TOTAL	2,413,393	2,469,065	2,488,992	2,488,992	2,488,992	2,488,992	
ARTICLES							
Transfer to Stabilization Fund	100,000	-	-	-	-	-	
Capital Projects Articles - Free Cash	2,314,000	3,000,000	1,200,000	-	-	-	
Operating Budget (S&D) - FY18 - Free Cash	2,400,000	-	-	-	-	-	
Articles from Water/Sewer Reserves	445,000	885,000	875,000	375,000	375,000	375,000	
Parking Funds	75,000	40,000	-	-	-	-	
Elder Services Stabilization Transfer	12,000	-	-	-	-	-	
Cable Operating	452,902	33,000	33,000	33,000	33,000	33,000	
Articles from taxation	17,000	4,108,870	306,000	306,000	306,000	306,000	Transp-\$14K Civic Events-\$5K Fireworks-\$12K Cable Funds IT-2 Cemetery-\$6K Overlay-\$32K
Other Available Funds	238,000	4,368,870	2,414,000	714,000	714,000	1,274,000	
TOTAL	6,053,902	73,556,031	77,023,654	77,781,423	80,667,089	85,681,405	
* TOTAL DEDUCTIONS *	123,096,105	127,619,352	129,062,797	133,675,629	138,189,923	141,214,383	
BAL FOR TOWN & SCHOOL OPERATING BUDGETS	4,126,830	4,523,247	1,443,445	4,612,832	4,514,294	3,024,460	
\$ INCREASE FOR TOWN & SCHOOL OPERATING BUDGETS OVER PRIOR YEAR	3.47%	3.67%	1.13%	3.57%	3.38%	2.19%	
% INCREASE OVER PRIOR YEAR	193,746,173	201,175,383	206,086,451	211,457,052	218,857,013	226,895,788	

SECTION 7



PROPERTY TAX INFORMATION

PROPERTY TAX INFORMATION

PROPOSITION 2½ AND ANDOVER

WHAT IS PROPOSITION 2½?

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

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

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

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

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

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

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

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

THE OVERRIDE PROCESS

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

PROPERTY TAX INFORMATION

PROPERTY TAX LEVY LIMIT HISTORY

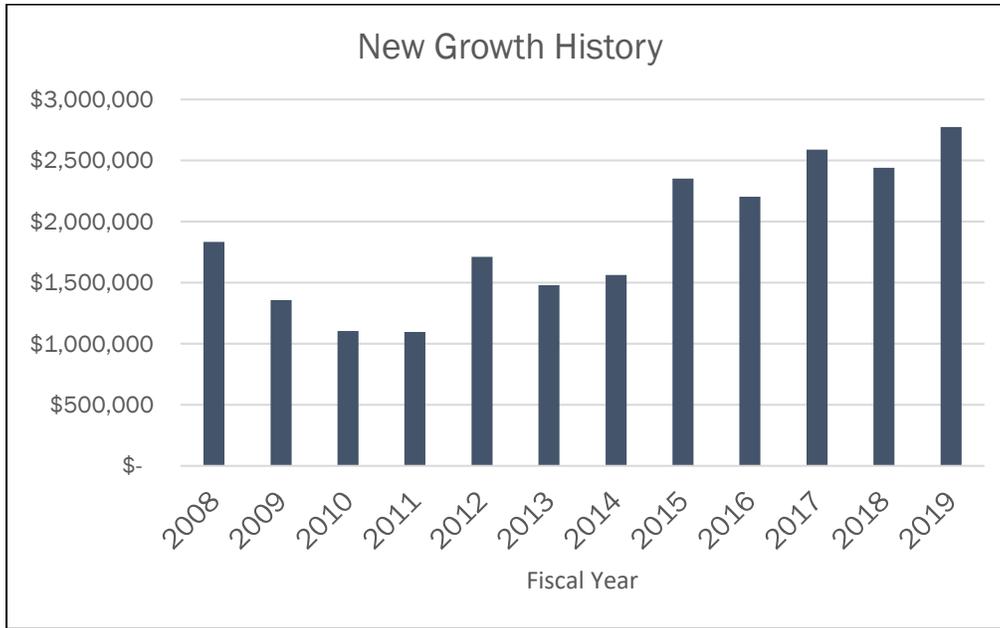
<u>FISCAL YEAR</u>	<u>PROP 2 1/2 TAX LEVY LIMIT PY</u>	<u>ACTUAL TAX LEVY WITHIN 2 1/2</u>	<u>EXCESS TAX LEVY CAPACITY</u>	<u>ADDITIONAL TAXES DEBT EXCLUSION</u>	<u>TOTAL TAX LEVY</u>	<u>% INC TOTAL TAX LEVY</u>
FY2007	87,189,479	87,150,494	38,985	3,110,789	90,261,283	
FY2008	91,201,846	91,167,791	34,055	2,909,928	94,077,719	4.2%
FY2009	94,838,978	94,802,906	36,072	3,173,848	97,976,754	4.1%
FY2010	98,313,489	98,252,625	60,864	3,037,491	101,290,116	3.4%
FY2011	101,868,863	101,747,938	70,925	2,860,362	104,608,300	3.3%
FY2012	106,128,017	105,926,697	201,320	2,947,458	108,874,155	4.1%
FY2013	110,260,241	109,544,429	715,812	2,349,085	111,893,514	2.8%
FY2014	114,580,069	114,227,432	352,637	3,278,583	117,506,015	5.0%
FY2015	119,797,140	117,795,354	2,001,786	4,438,406	122,233,760	4.0%
FY2016	124,996,152	123,392,381	1,603,771	4,304,490	127,696,871	4.5%
FY2017	130,709,371	129,385,935	1,323,436	3,597,424	132,983,359	4.1%
FY2018	136,417,581	135,311,707	1,105,875	4,040,852	139,352,559	4.8%
FY2019	142,600,950	141,467,385	1,133,565	3,902,896	145,370,281	4.3%
FY2020*	148,637,563	148,337,563	300,000	3,782,989	152,120,552	4.6%

* Projected based on budget and warrant article recommendations for the 2019 ATM

TAX GROWTH FROM NEW CONSTRUCTION ACTIVITIES

<u>FISCAL YEAR</u>	<u>RESIDENTIAL/ OPEN SPACE</u>	<u>COMMERCIAL/ INDUSTRIAL</u>	<u>PERSONAL PROPERTY</u>	<u>NEW GROWTH FINAL</u>	<u>NEW GROWTH TOWN MEETING EST</u>
2019	1,470,670	371,791	930,468	2,772,929	2,229,752
2018	1,132,911	478,376	829,189	2,440,476	2,039,798
2017	682,379	59,777	1,846,160	2,588,316	1,800,000
2016	852,206	353,649	998,228	2,204,083	1,800,000
2015	692,776	122,768	1,536,599	2,352,143	1,500,000
2014	593,070	107,515	863,155	1,563,740	1,500,000
2013	714,513	14,767	749,742	1,479,022	1,300,000
2012	470,623	71,686	1,170,123	1,712,432	1,097,538
2011	305,829	57,071	734,640	1,097,539	1,000,000
2010	271,613	109,918	722,005	1,103,536	1,500,000
2009	404,757	21,446	930,883	1,357,086	2,000,000
2008	772,937	328,929	730,764	1,832,630	2,000,000
2007	1,217,388	610,248	329,005	2,156,641	1,200,000
2006	1,575,860	259,077	200,589	2,035,526	1,500,000

PROPERTY TAX INFORMATION



CALCULATION OF FY2019 PROPERTY TAX LEVY LIMIT

FY2018 TAX LEVY LIMIT	\$136,417,582	Beginning amount for FY2019
2.5% of FY2018 Levy Limit	3,410,440	
New Growth	<u>2,772,929</u>	Tax increase based on 5 year average of tax value of new construction
FY2019 TAX LEVY LIMIT	\$142,600,950	FY2019 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2019 EXEMPT DEBT SERVICE	<u>\$3,902,896</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2019 TOTAL TAX LEVY LIMIT	\$146,503,846	Estimated Maximum property taxes allowable for Fiscal Year 2019
Less		
FY2019 TAX LEVY	\$145,370,281	Actual Amount of property taxes for Fiscal Year 2019
Equals		
FY2019 EXCESS TAX CAPACITY	\$1,133,565	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

CALCULATION OF FY2020 PROPERTY TAX LEVY LIMIT

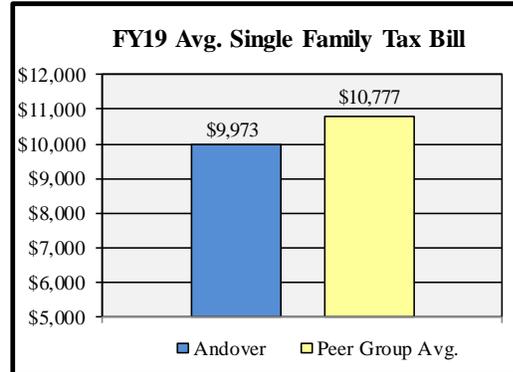
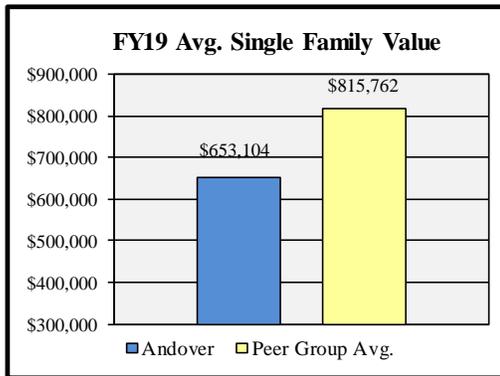
FY2019 TAX LEVY LIMIT	\$142,600,950	Beginning amount for FY2020
2.5% of FY2019 Levy Limit	3,565,024	
New Growth	<u>2,471,589</u>	Tax increase based on 5 year average of tax value of new construction
FY2020 TAX LEVY LIMIT	\$148,637,563	FY2020 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2020 EXEMPT DEBT SERVICE	<u>\$3,782,989</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2020 TOTAL TAX LEVY LIMIT	\$152,420,552	Estimated Maximum property taxes allowable for Fiscal Year 2020
Less		
FY2020 TAX LEVY	\$152,120,552	Estimated Amount of property taxes for Fiscal Year 2020
Equals		
FY2020 EXCESS TAX CAPACITY	\$300,000	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

Proposition 2½ – A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund town and school budgets.

PROPERTY TAX INFORMATION

FY19 Comparative Residential Tax Information

AAA Bond Rated Suburban Municipalities



Data Source: DOR/DLS Database

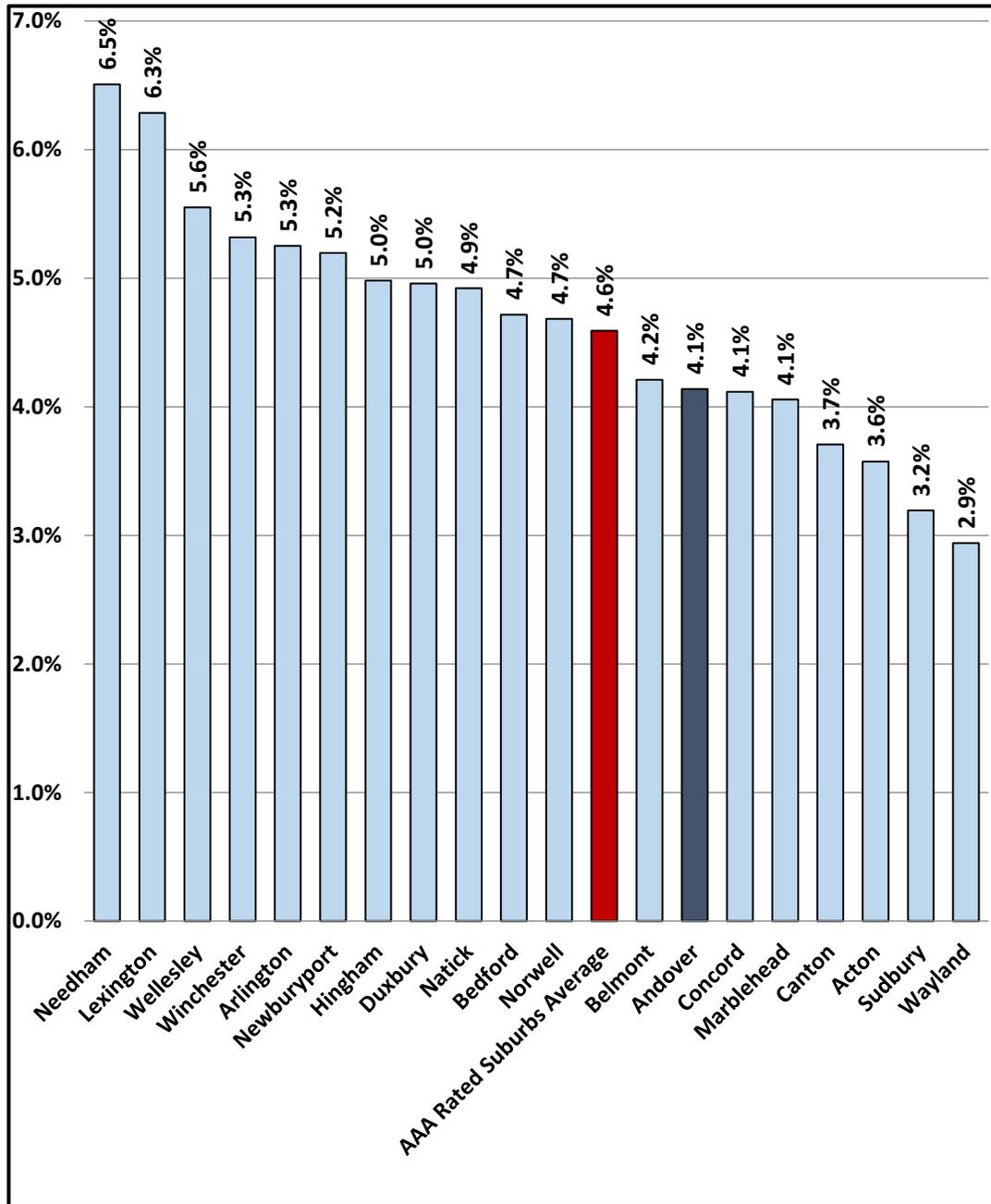
Note: The "Peer Group Average" category consists of data from the following Andover comparable "AAA" rated suburbs: Acton; Arlington; Bedford; Belmont; Canton; Duxbury; Hingham; Lexington; Marblehead; Natick; Needham; Newburyport; Norwell; Sudbury; Wayland; Wellesley and Winchester.

FY2018 Valuation Breakdown - Single Family Homes

Valuation Range (\$)	Number of Parcels	Percent of Total
\$0 to \$300,000	67	1.1%
\$300,001 to \$400,000	460	8.7%
\$400,001 to \$500,000	1,698	24.4%
\$500,001 to \$600,000	2,229	26.3%
\$600,001 to \$800,000	2,478	24.1%
\$800,001 and Up	1,690	15.4%
<i>Total</i>	8,622	100.0%

PROPERTY TAX INFORMATION

10 Year Average Annual Increase in Single Family Tax Bills AAA Bond Rated Suburban Communities – FY09 to FY19



	Average Single Family Tax Bill FY2009	Average Single Family Tax Bill FY2019	10 Year \$ Increase in Average SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Andover	\$7,054	\$9,973	\$2,919	\$292	41.4%	4.1%
AAA Rated Suburbs Average	\$7,607	\$11,099	\$3,492	\$349	45.9%	4.6%

SECTION 8



CAPITAL IMPROVEMENT PROGRAM (CIP)

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2020 CAPITAL IMPROVEMENT PROGRAM (CIP) TOWN MANAGER'S RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$32.4 million for FY2020. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a total FY20 CIP of \$27,731,297 from the following funding sources:

General Fund Revenue:	\$ 3,963,698
Free Cash:	\$ 3,000,000
General Fund Borrowing:	\$13,605,000
Special Dedicated Funds:	\$ 1,777,599
Water & Sewer Enterprise Funds:	\$ 4,885,000
Town Manager's Total CIP Recommendation for FY20:	\$ 27,231,297

From General Fund Revenue:

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2020 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

CDP-2	Software Upgrade	\$100,000
CDP-3	HMD Circulation & St Design Implementation	\$50,000
CDP-7	Castle Heights ADA Project	\$15,000
CDP-10	Conservation Dog Park-Grant Match	\$25,000
CDP-11	Conservation Land Management	\$12,000
CDP-13	Merrimack River Reservation Access Design Plan	\$60,000
FIN-1	MUNIS Software	\$40,000
IT-1	Staff Device Refresh	\$504,598
IT-3	IT Platforms & Infrastructure	\$237,500
LIB-1	Library Circulation Desk Replacement	\$10,000
POL-1	Police Vehicle Replacement	\$195,000
DPW-2	Minor Sidewalk Repairs	\$200,000
DPW-7a	Public Works Vehicles - Small	\$200,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
FAC-1	Town Projects - Buildings	\$380,000
FAC-2	Town Projects – Mech. & Electrical	\$280,000
FAC-3	Town & School Security Projects	\$100,000
FAC-4	Town Vehicle Replacement	\$123,000
FAC-5	Town Park and Playground Improvements	\$400,000
SCH-1	School Projects – All Schools	\$585,000
SCH-2	School Projects – By Building	\$426,600
Total from General Fund Revenue		\$3,963,698

CAPITAL IMPROVEMENT PROGRAM

From Free Cash:

It is recommended that the following projects, that would normally be funded by borrowing, be funded with Free Cash to save on long-term interest costs:

CS-1	Center at Punchard-Design Services/Bldg Construction	\$2,000,000
TM-1	Ballardvale Fire Land Acquisition & Construction	<u>\$1,000,000</u>
Total from Free Cash		\$3,000,000

From General Fund Borrowing:

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

CS-1	Center at Punchard-Design Services/Bldg Construction	\$2,500,000
TM-1	Ballardvale Fire Land Acquisition & Construction	\$7,000,000
CDP-3	Parking and Hardscape Improvements Phase I	\$400,000
FR-1	Fire Apparatus Replacements	\$360,000
FR-2	Public Safety Microwave Communications System	\$300,000
FR-4	Fire Bi-Directional Amplifier System	\$175,000
DPW-7b	Public Works Vehicles – Large	\$380,000
DPW-9	Town Bridge Evaluation & Maintenance	\$500,000
P&F-6	Major Town Projects	\$650,000
P&F-7	Town & School Energy Initiatives	\$420,000
SCH-5	Major School Projects	<u>\$920,000</u>
Total from General Fund Borrowing		\$13,605,000

From Special Dedicated Funds:

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

PRK-1	Parking Vehicle Replacement (Parking Fund)	\$40,000
IT-2	Student Device Refresh (Cable Funds)	\$372,870
DPW-1	Annual Road Maintenance (Ch 90)	<u>\$1,364,729</u>
Total from Special Dedicated Funds		\$1,777,599

From Water and Sewer Enterprise Funds:

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

DPW-12	Water & Sewer Vehicles (WER)	\$225,000
DPW-14	Water Main Replacement Projects (WEB)	\$4,000,000
DPW-16	WTP Parking Area Reconstruction (WER)	\$110,000
DPW-17	Hydrant Replacement Program (WER)	\$100,000
DPW-18	WTP GAC Replacement (WER)	<u>\$450,000</u>
Total from Water & Sewer Enterprise Funds		\$4,885,000

CIP Total for FY20 \$27,231,297

CAPITAL IMPROVEMENT PROGRAM

TOWN OF ANDOVER
TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM
FY2020 - FY2024

Rqst. #	P.#	Request Title	Dept. Rqst. FY2020	TM's Rec. FY2020	TM's Plan FY2021	TM's Plan FY2022	TM's Plan FY2023	TM's Plan FY2024	Town Manager's Comments
General Fund Revenue (Capital Projects Fund)									
CDP-1		Record Scanning Project	\$100,000		\$100,000			\$100,000	Move Requests to FY21 - FY24
CDP-2		Software Upgrade	\$100,000	\$100,000			\$100,000		Supports Department's Request for FY20
CDP-3		Historic Mill District-Circulation and Street Design-Implementation	\$50,000	\$50,000					Supports Department's Request for FY20
CDP-4		Bowling Green Feasibility Study	\$20,000		\$150,000				FY20 and FY21 Requests Moved to FY21 and FY22
CDP-6		Bicycle & Pedestrian Master Plan	\$40,000						FY20 Request moved to FY21
CDP-7		Castle Heights ADA Accessible Area	\$15,000	\$15,000					Supports Department's Request for FY20
CDP-8		Dale Street Shawheen River Access	\$150,000						FY20 Request moved to FY21
CDP-9		Conservation Programming	\$1,500						Move to Operating (\$1,500 FY20 - FY24)
CDP-10		Conservation Dog Park - Grant Match	\$25,000	\$25,000					Supports Department's Request for FY20
CDP-11		Conservation Land Management	\$12,000	\$12,000				\$12,000	Supports Department's Request for FY20
CDP-12		Huggets Pond Accessible Rail Trail Design		\$15,000					Placeholder for Future Need
CDP-13		Merrimack River Reservation Access Design Plan	\$60,000	\$250,000					Supports Department's Request for FY20
FIN-1		MUNIS Software	\$50,000	\$40,000	\$10,000		\$10,000		Supports \$40,000 for FY20
IT-1		Annual Staff Device Refresh	\$504,598	\$504,598				\$451,528	Supports Department's Request for FY20
IT-3		IT Platforms and Infrastructure (Borrow FY22-FY24)	\$237,500	\$237,500			\$406,789		Supports Department's Request for FY20
LIB-1		Library Circulation Desk Replacement	\$20,000	\$10,000					Supports \$10,000 for FY20
POL-1		Police Vehicle Replacement	\$195,000	\$195,000				\$225,000	Supports Department's Request for FY20
POL-2		Mobile Camera Trailer System	\$50,000		\$50,000				FY20 Request moved to FY21
POL-3		Upgrade CAD/RMS/Mobile Software	\$365,000		\$365,000				FY20 Request moved to FY21
FR-1		Fire Apparatus Replacement (See also General Fund Borrowing)	\$75,000		\$75,000			\$70,000	Move Requests Out by One Year
FR-2		SCBA Air Compressor System	\$92,000		\$92,000				FY20 Request moved to FY21
FR-5		Specialized Industrial Washer and Dryer							Placeholder for Future Need
DPW-2		Minor Sidewalk Repairs	\$250,000	\$200,000	\$250,000			\$250,000	Supports \$200,000 for FY20
DPW-5		Two Way Radio System Phase 2	\$75,000		\$75,000				FY20 Request moved to FY21
DPW-6		Storm Water Management		\$100,000	\$100,000			\$100,000	Placeholder for Future Need
DPW-7a		Public Works Vehicles - Small		\$120,000	\$363,000			\$75,000	Supports \$200,000 for FY20
DPW-15		Hazard Tree Removal	\$100,000						Town Manager Does Not Support Funding
DPW-19		Stormwater Infrastructure Condition Assessment Program			\$50,000			\$50,000	Placeholder for Future Need
DPW-28		Spring Grove Cemetery Improvements	\$20,000	\$20,000					Supports Department's Request for FY20
FAC-1		Town Projects - Building Division	\$380,000	\$380,000				\$380,000	Supports Department's Request for FY20
FAC-2		Town Projects - Mechanical & Electrical Division	\$280,000	\$280,000				\$280,000	Supports Department's Request for FY20
FAC-3		Town & School Security Projects	\$230,000	\$100,000	\$300,000			\$100,000	Supports Department's Request for FY20
FAC-4		Town Vehicle Replacement	\$123,000	\$123,000				\$105,000	Supports \$100,000 for FY20 - Move \$130,000 and add to FY21 Request
FAC-5		Town Parks and Playground Improvements	\$400,000	\$600,000	\$500,000			\$250,000	Supports Department's Request for FY20
SCH-1		School Projects - All Schools	\$675,000	\$585,000	\$675,000			\$675,000	Supports \$585,000 for FY20
SCH-2		School Projects - By Building	\$515,000	\$426,600	\$400,000			\$225,000	Supports \$426,600 for FY20
SCH-6		School Site Improvement Plan FY20, FY22-FY24 (Borrow)							Town Manager Does Not Support Funding
SCH-9		Multi-School Sprinkler and Fire Alarm Study	\$80,000						Town Manager Does Not Support Funding
Total General Fund Revenue			\$5,603,598	\$3,963,698	\$5,698,077	\$4,321,018	\$3,381,789	\$3,420,528	

SECTION 9



BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET PROCESS

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

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

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

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

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

BUDGET APPROPRIATION AND AMENDMENT

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

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET SCHEDULE

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

ANNUAL BUDGET REQUIREMENTS

Town of Andover Charter

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

§ 15. Estimate of Expenditures.

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

Town of Andover General By-laws

§ 6. Estimate of expenditures.

The Town Manager, in accordance with Section 15 of the Town Charter (Chapter 571 of the Acts of 1956), as amended by the votes of Town Meeting acting on Article 1 of the Special Town Meeting of March 26, 1973, and Article 1, Question 1, of the Annual Town Meeting of March 1, 1974, shall submit his annual budget on or before the first Friday of February of each year. [Amended 4-16-1997 ATM, Art. 53]

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FINANCIAL POLICIES

A. FISCAL POLICIES/GENERAL FUND

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

Fiscal Year	Certified Free Cash Going into Town Meeting	Free Cash as % of Budget	Amount Spent by Town Meeting	Amount Remaining after Town Meeting
2008	2,333,996	1.9%	1,763,147	570,849
2009	2,221,828	1.8%	334,000	1,887,828
2010	1,602,874	1.3%	1,123,500	479,374
2011	1,609,894	1.2%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320
2015	5,761,265	3.3%	4,821,083	940,182
2016	4,843,241	2.9%	3,793,000	1,050,241
2017	5,062,537	3.0%	1,825,000	3,237,537
2018	8,912,647	5.1%	2,714,000	6,198,647

4. Annual budget should include a Capital Projects Fund from current dollars to maintain an equipment replacement and facilities maintenance schedule equal to 2% of General Fund Operating Budget. Much of the Town's government wealth is invested in our capital plant i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects while current revenues should be used for those assets with a short useful life.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

5. Annual budget should include 20% of the property taxes from new growth/construction and should be allocated to capital projects fund. This goal will provide for a source of funding that does not compete with the operating budget but increases or decreases in relation to growth in the budget and growth in the community.
6. Fees and user charges should be reviewed annually in relation to the costs of providing the service. As State and Federal assistance has declined and/or been eliminated, the Town's local non-property tax revenue base has provided more funding for local services. In order to continue to provide these services without an additional burden on the property tax, these fees should be reviewed to cover, when appropriate, any cost increase or decrease associated with delivering that program or service.
7. When positions are funded with grants or user fees, the budget for the use of those revenues should include a transfer to the General Fund to cover employee health insurance costs.

B. FISCAL POLICIES - WATER & SEWER

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

C. CAPITAL PLANNING POLICIES

1. General

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

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

CRITERIA FOR SETTING PRIORITIES:

- **Highest priority** – Projects/items essential to protecting the health/safety of the public, employees and school children; Projects essential to protecting public and private property.
- **Second highest priority** – Projects/items without which an existing or critically needed service cannot be properly delivered in terms of quality or dependability.
- **Third highest priority** – Projects/items that produce a cost savings to the Town by reducing future replacement or operating costs; Projects that are responsive to the desires of a significant segment of the community.

FUNDING SOURCES:

- **Borrowing** – Projects/items of \$25,000 or more with a useful life of at least 10 years may be considered for borrowing. The sources of revenues to support Borrowing are:
 - General Fund – Within Proposition 2½;
 - Sewer Enterprise Fund and Water Enterprise Fund;
 - General Fund – With Debt Exclusion Vote.
- **Pay-As-You-Go (PAYGO)** – Projects/items of \$15,000 or more with a useful life of at least 5 years may be considered for PAYGO funding. The sources of Pay-As-You-Go funds are:
 - Capital Project Fund supported by General Fund Revenues;

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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

D. DEBT MANAGEMENT POLICIES

1. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.
2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.) When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.
3. General Fund debt service will not exceed 10% of General Fund revenues. The credit rating agencies, such as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self-supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10% benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.
4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years. Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FUND DESCRIPTIONS

GOVERNMENTAL FUNDS

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

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

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

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

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

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

FIDUCIARY FUNDS

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

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

BASIS OF ACCOUNTING

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

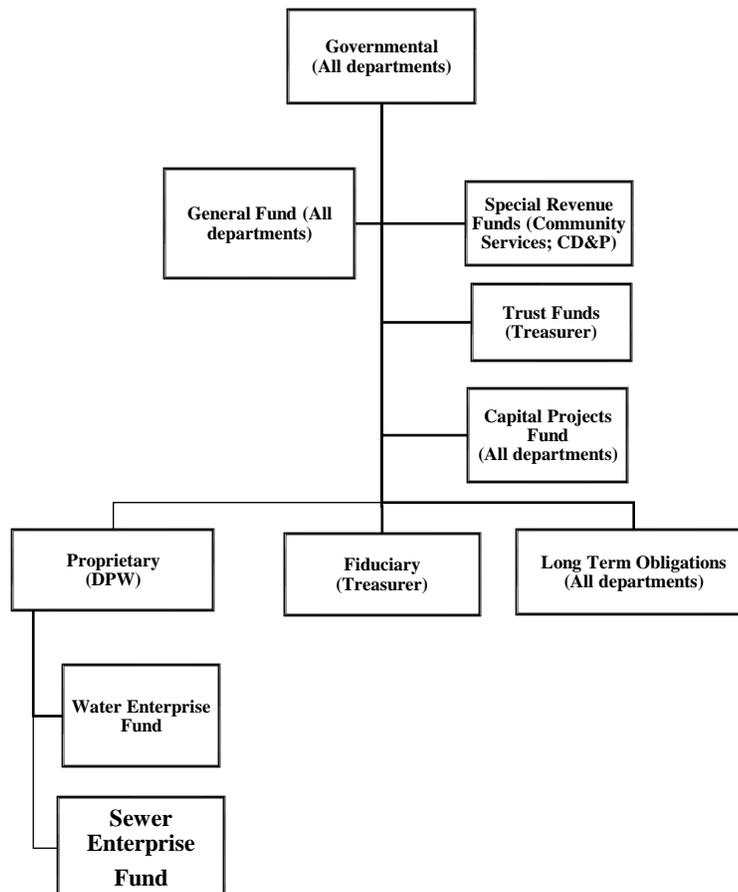
The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

BASIS OF BUDGETING

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

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

FUND RELATIONSHIPS



RatingsDirect®

Summary:

Andover, Massachusetts; General Obligation

Primary Credit Analyst:

Christian Richards, Boston (1) 617-530-8325; christian.richards@spglobal.com

Secondary Contact:

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Rationale

Outlook

Related Research

Summary:

Andover, Massachusetts; General Obligation

Credit Profile

US\$16.325 mil GO mun purp loan of 2018 bnds due 11/15/2048

<i>Long Term Rating</i>	AAA/Stable	New
Andover GO		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Andover GO mun purp ln		
<i>Long Term Rating</i>	AAA/Stable	Affirmed

Rationale

S&P Global Ratings assigned its 'AAA' long-term rating to Andover, Mass.' series 2018 general obligation (GO) municipal-purpose loan bonds and affirmed its 'AAA' rating on the town's existing GO debt. The outlook is stable.

Andover's full-faith-and-credit pledge, subject to the limitations of Proposition 2-1/2, secures the bonds. However, due to the town's revenue-raising ability and fungibility of those resources, we rate the limited obligation at the same level with our view of Andover's general creditworthiness. We rate the limited-tax GO debt based on the application of our "Issue Credit Ratings Linked To U.S. Public Finance Obligors' Creditworthiness" criteria (published Jan. 22, 2018, on RatingsDirect).

Andover's GO bonds are eligible for a rating above the sovereign because we believe the town can maintain better credit characteristics than the nation in a stress scenario. Under our criteria, titled "Ratings Above The Sovereign: Corporate And Government Ratings—Methodology And Assumptions" (published Nov. 19, 2013, on RatingsDirect), the town has a predominately locally derived revenue source, with 75% of general fund revenue from property taxes; and independent taxing authority and independent treasury management from the federal government.

Officials plan to use series 2018 bond proceeds to fund various capital items highlighted in the town's capital improvement plan (CIP).

The long-term rating reflects our expectation that Andover will continue to experience economic growth. We further expect management, with well-embedded financial policies and practices, to continue producing positive financial results over the next several years.

The long-term rating further reflects our view of the following factors for the town, including its:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with strong financial policies and practices under our Financial Management Assessment (FMA) methodology;
- Strong budgetary performance, with an operating surplus in the general fund and a slight operating surplus at the

total governmental fund level in fiscal 2017;

- Strong budgetary flexibility, with an available fund balance in fiscal 2017 of 10.9% of operating expenditures;
- Very strong liquidity, with total government available cash at 20.1% of total governmental fund expenditures and 4.0x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability position, with debt service carrying charges at 5.0% of expenditures and net direct debt that is 51.0% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 71.6% of debt scheduled to be retired in 10 years, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address it; and
- Strong institutional framework score.

Very strong economy

We consider Andover's economy very strong. The town, with an estimated population of 35,119, is in Essex County in the Boston-Cambridge-Newton MSA, which we consider to be broad and diverse. It has a projected per capita effective buying income of 196% of the national level and per capita market value of \$222,080. Overall, market value grew by 1.7% over the past year to \$7.8 billion in 2018. The county unemployment rate was 3.8% in 2017.

Andover is a primarily residential town, accounting for approximately 81% of total assessed value (AV). The town's location, approximately 25 miles north of Boston, on Interstates 93 and 495, provides residents with access to a broad range of employment opportunities across the deep and diverse MSA economy. Additionally, area commuter rail stations enable easy travel to downtown Boston.

We believe the town's favorable location is a contributing factor to its strong economic profile. Locally, it maintains a sizable and diverse high-end economic base; large employers include Raytheon Co. (4,750 employees); the Internal Revenue Service (3,500), which operates a regional service center; Phillips Medical (2,000); Pfizer (1,200); and Putnam Investments (900). We note that Philips, along with Eisai, two of the town's top ten taxpayers, are relocating out of Andover. Management reports that the properties are being marketed and the town does not anticipate any material loss of revenue. Furthermore, management reports that the past two years were among the largest for new AV growth, with approximately \$2.4 million-\$2.6 million added to the tax levy each year.

Unemployment has historically remained below both commonwealth and national rates and has shown resilience in past economic downturns. We expect that Andover will continue to benefit from its physical location and that management will continue to seek out opportunities to further develop the tax base, as it is currently doing through rezoning and redevelopment opportunities both downtown and near the commuter rail station. Consequently, we expect that the town will maintain a very strong economy.

Very strong management

We view the town's management as very strong, with strong financial policies and practices under our FMA methodology, indicating financial practices are strong, well embedded, and likely sustainable.

The town uses identified trends and commonwealth estimates to develop annual revenue and expenditure assumptions, which it then uses to update its five-year budget forecast for complementing capital and budgetary planning. Management regularly monitors its budget, tracks revenue and expenditures, and reports budget-to-actual

results to the finance committee at a minimum on a monthly basis. The town performs midyear budget adjustments, if needed, during special town meetings. It also has a five-year CIP and a capital budget that management approves and reprioritizes annually. The town adheres to a formal debt management policy when planning and addressing capital needs, including a policy that limits debt service in any one year to 10% of budgeted general expenditures, and targets principal amortization at 20 years. It has a formal reserve policy of maintaining reserves between 3% and 7% of expenditures, which it has exceeded recently.

Strong budgetary performance

Andover's budgetary performance is strong, in our opinion. The town had surplus operating results in the general fund of 2.6% of expenditures, and slight surplus results across all governmental funds of 1.2% in fiscal 2017.

We adjusted fiscal 2017 budgetary performance to account for recurring transfers and the expenditure of bond proceeds. Management's continued focus on its budgeting practices has consistently generated better-than-budgeted revenue performance and departmental expenditure savings over the past several years, which in fiscal 2017 again led to strong budgetary performance. Management is predicting fiscal 2018 to end similarly to fiscal 2017, with positive operating results and an addition to fund balance.

The 2019 budget is an approximately 4.1% increase from fiscal 2018, to \$185.7 million. Property taxes accounted for 75% of fiscal 2017 audited general fund revenues, and state revenues account for only 17% of general fund revenues. Local collections remain strong, exceeding 99%.

Given 2018 estimates and management's track record of producing at least balanced results, along with generally stable credit conditions in the region, we believe that general fund and total governmental fund performance should remain stable and strong. However, while we expect our evaluation of Andover's budgetary performance to remain strong given the town's history of conservative budgeting and pending revenues from new growth; we believe future pension and OPEB costs could become a budgetary pressure due to the respective funding ratios and closed amortization schedule. We note management is actively making budgetary adjustments when needed for these costs, and is actively working to reduce the unfunded liability. The town is funding the actuarially determined contribution for pensions and has begun to prefund OPEBs. Nevertheless, we believe these liabilities could strain future operations, particularly if economic conditions worsen and actuary assumptions are not met.

Strong budgetary flexibility

Andover's budgetary flexibility is strong, in our view, with an available fund balance in fiscal 2017 of 10.9% of operating expenditures, or \$19.2 million.

We anticipate Andover's available reserves will remain stable and at levels we consider strong, given the expectation for continued strong budgetary performance and the stable credit environment.

Very strong liquidity

In our opinion, Andover's liquidity is very strong, with total government available cash at 20.1% of total governmental fund expenditures and 4.0x governmental debt service in 2017. In our view, the town has strong access to external liquidity if necessary.

Andover has maintained very strong cash balances over the past three fiscal years. We note the town does not have

any contingent liquidity risk from financial instruments with payment provisions that change on the occurrence of certain events. We do not consider any of the town's investments risky. Additionally, we believe it demonstrated its strong access to external liquidity, through its issuance of GO bonds over the past 20 years. We expect Andover's liquidity profile to remain very strong throughout the outlook period.

Strong debt and contingent liability profile

In our view, Andover's debt and contingent liability profile is strong. Total governmental fund debt service is 5.0% of total governmental fund expenditures, and net direct debt is 51.0% of total governmental fund revenue. Overall net debt is low at 1.3% of market value, and approximately 71.6% of the direct debt is scheduled to be repaid within 10 years, which are, in our view, positive credit factors.

Following this issuance, Andover has approximately \$119.6 million of total direct debt. Of that amount, we consider roughly \$19.4 million of enterprise-related GO debt self-supporting, based on three years of evidence that user charges have provided partial coverage to support the obligations. We expect that the town will continue to issue new-money debt in accordance with its CIP. We do not expect this to alter our view of its debt profile, particularly given its rapid principal amortization schedule.

In our opinion, a credit weakness is Andover's large pension and OPEB obligation, without a plan in place that we think will sufficiently address it. Andover's combined required pension and actual OPEB contributions totaled 7.6% of total governmental fund expenditures in 2017. Of that amount, 4.4% represented required contributions to pension obligations, and 3.2% represented OPEB payments. The town made its full annual required pension contribution in 2017. The funded ratio of the largest pension plan is 42.8%.

The town contributes to the Andover Contributory Retirement System, a defined-benefit pension plan. As of June 30, 2017, the system has a funded ratio of 42.83%, which we view as very poorly funded. The system's net pension liability is approximately \$165 million, of which the town's proportionate share is about \$164 million. The system uses a 6.25% discount rate to calculate the pension liability, which we believe is conservative.

The town also provides OPEBs in the form of a health insurance, through a single-employer defined-benefit health care plan. As of June 30, 2017, the town's OPEB trust fund contained approximately \$7.7 million in assets, resulting in a new OPEB liability of about \$129 million. Management reports that the value of the trust has grown to \$9.9 million, as of June 30, 2018. Andover has adopted a plan to fully fund its OPEB liability over the next 36 years. Notably, management has also made adjustments to benefits within the collective bargaining negotiations. Any cost savings from benefit changes are directed into the trust.

While pension and OPEB costs are currently manageable as percentage of expenditures, due to the retirement system's below-average funded ratio, we believe this will be a growing cost and could weaken Andover's budgetary performance over the longer term. If, over time, management continues with its funding plan, with clear reductions in unfunded liabilities, we could revise our view of the town's pension and OPEB profile.

Strong institutional framework

The institutional framework score for Massachusetts municipalities is strong.

Outlook

The stable outlook reflects our view that Andover's management will continue producing consistent financial performance, leading to maintenance of strong budgetary flexibility. The town's very strong underlying economy and liquidity, in addition to its strong debt profile, provide rating stability. We do not expect to lower the rating in our two-year outlook horizon. Although unlikely, should budgetary performance and flexibility see sustained and significant deterioration, we could lower the rating.

Related Research

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Incorporating GASB 67 And 68: Evaluating Pension/OPEB Obligations Under Standard & Poor's U.S. Local Government GO Criteria, Sept. 2, 2015
- Local Government Pension And Other Postemployment Benefits Analysis: A Closer Look, Nov.8, 2017

Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at www.standardandpoors.com for further information. Complete ratings information is available to subscribers of RatingsDirect at www.capitaliq.com. All ratings affected by this rating action can be found on S&P Global Ratings' public website at www.standardandpoors.com. Use the Ratings search box located in the left column.

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GLOSSARY OF TERMS

Appropriation :	A sum of money devoted to a specific purpose, typically approved by a vote of Town Meeting.
Assessment/Offsets:	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and regional transit assessments.
Balanced Budget:	The Town defines a balanced budget as a budget in which receipts are greater than or (equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Capital (Includes Debt Service):	The Town's capital improvements program policies call for the allocation of approximately 5.72% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds:	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOD/DLS website.
Collective Bargaining:	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.

GLOSSARY OF TERMS

Debt Exclusion:	This amount represents the voter-approved amount that is used to pay for the construction of two new elementary schools. The state reimburses the town 65% of debt payment. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.
Debt Limit:	The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 sec. 10, debt limits are set at 5 percent of equalized valuation (EQV). By petition to the Municipal Finance Oversight Board, cities and towns can receive approval to increase their debt limit to 10 percent of EQV.
Designated Unreserved Fund Balance:	A limitation on the use of all or part of the expendable balance in a governmental fund.
Enterprise Funds:	An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Presently, Arlington has enterprise funds for Council on Aging Transportation, Recreation, Ed Burns Arena, Water & Sewer, and Youth Services.
Enterprise Fund Debt:	Debt service that is funded from Water & Sewer rates.
Equalized Valuations (EQVs):	The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.
Exempt Debt:	Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.
Fiscal Year:	A fiscal year runs July 1 through June 30. For example, fiscal year 2014 runs from July 1, 2013 through June 30, 2014.
Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.

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Free Cash:	A revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. After the books are closed for the year, potential available funds' balances are submitted to the State for certification. Certification of Free Cash is generally submitted to the Department of Revenue in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.
GASB 34:	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.
GASB 45:	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
General Fund	The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.
GIS (Geographic Information System)	A computerized mapping system and analytical tool that allows a community to access information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains as well as other data.
Levy Ceiling:	A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).
Levy Limit:	A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).
Local Receipts:	This amount represents the amount of local taxes (excluding property taxes) and fees from all departmental operations retained directly by the town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licensees, fines and State reimbursements.

GLOSSARY OF TERMS

Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
New Growth:	New Growth is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
Non-Appropriated Expenses:	Expenses which are contained on the cherry sheet from the state and charged to the Town, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. Overlay reserve is also included in non-appropriated expenses.
Non-Departmental (Healthcare & Pensions)	The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.
Non-Exempt Debt:	Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
Overlay Provisions:	This amount is requested and set aside by the Assessor's to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.
Overlay Reserve:	Unused accumulated amount of overlay for previous years that is not required to be held in a specific overlay account for a given year. Once released by the Board of Assessors, the funds may be used for any municipal purpose.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Reserve Fund:	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.

GLOSSARY OF TERMS

School Department:	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by two-thirds of Town Meeting.
Surplus Revenue:	The total amount of cash, accounts receivable, and other current assets that exceed liabilities and reserves.
Tax Title:	As collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
Warrant Articles:	Money must be appropriated in the general fund budget for the purposes of funding spending articles approved by Town Meeting.