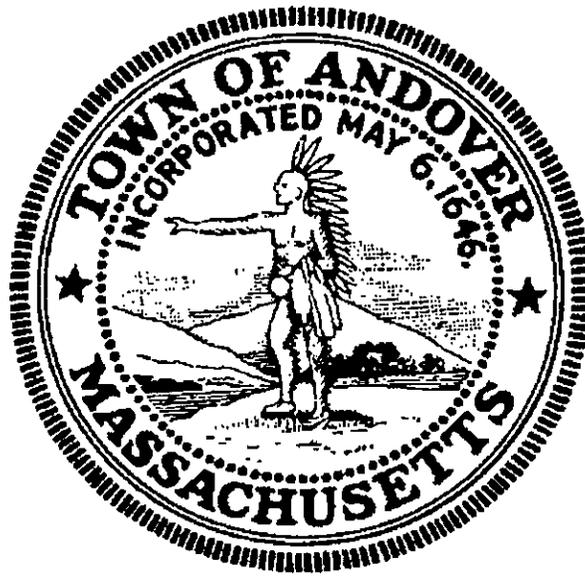


# TOWN OF ANDOVER

## 2015 ANNUAL REPORT



PREPARED BY THE TOWN MANAGER  
PURSUANT TO THE PROVISIONS OF CHAPTER 40,  
SECTION 49 OF THE GENERAL LAWS OF THE  
COMMONWEALTH OF MASSACHUSETTS AND  
ARTICLE II, SECTION 4 OF THE GENERAL BY-LAWS OF  
THE TOWN OF ANDOVER

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# TOWN OF ANDOVER

## BOARD OF SELECTMEN

2015



2015 Board of Selectmen, from left to right: Robert A. Landry;  
Alex J. Vispoli, Vice-Chair; Mary T. O'Donoghue, Chair;  
Paul J. Salafia, Secretary; Daniel H. Kowalski; and  
Andrew P. Flanagan, Town Manager

*The Town of Andover, more than a place to live, is a way of life.  
Its legacy of democracy shall be preserved. Each citizen should experience the treasures  
of nature, history, individual respect, neighborhood, and learning. As resources and energy  
allow, each of these gifts from the past will be enriched in the present for those yet to be.  
Vision Statement of the Board of Selectmen*

**BOARD OF SELECTMEN**

Term – 3 Years

Elected by Citizens in March

	<u>Member</u>	<u>Date of 1st Appointment</u>	<u>Term Expires</u>
1.	Mary T. O'Donoghue, Chair 69 Salem Street 978-337-8159 <a href="mailto:mary.odonoghue@andoverma.gov">mary.odonoghue@andoverma.gov</a>	March 2014	March 2017
2.	Alex J. Vispoli, Vice-Chair 7 Alison Way 978-475-7661 <a href="mailto:avispoli@andoverma.gov">avispoli@andoverma.gov</a>	March 2004	March 2016
3.	Paul J. Salafia, Secretary 283 South Main Street 978-475-3462 <a href="mailto:psalafia@andoverma.gov">psalafia@andoverma.gov</a>	March 2011	March 2016
4.	Daniel H. Kowalski 24 Enfield Drive 978-809-3444 <a href="mailto:dkowalski@andoverma.gov">dkowalski@andoverma.gov</a>	March 2012	March 2018
5.	Robert A. Landry 4 Seminole Circle 978-247-6011 <a href="mailto:rlandry@andoverma.gov">rlandry@andoverma.gov</a>	March 2015	March 2018



Andrew P. Flanagan  
*Town Manager*

# TOWN OF ANDOVER

Town Manager's Office  
36 Bartlet Street  
Andover, MA 01810  
(978) 623-8225  
[www.andoverma.gov](http://www.andoverma.gov)

Dear Fellow Citizens of Andover,

It has been my distinct honor and privilege to have served you this past year as Chair of the Board of Selectmen. The year 2015 was an exciting year in the history of Andover and one that will be remembered long into the future.

I have been Chair with three Town Managers this past year. "Buzz" Stapczynski retired on July 1st after twenty-six years of esteemed service to the Town of Andover. Our Town Clerk, Larry Murphy, served admirably as our Interim Town Manager for four months. Following a comprehensive eight-month process, the Board of Selectmen appointed Andrew Flanagan as our new Town Manager. Andrew hails from Arlington, where he served that town with distinction as Deputy Town Manager and Finance Director.

We can assuredly be proud of many accomplishments looking back over this past year. The Yvon and Noella Cormier Youth Center, located in the heart of downtown Andover, was completed in the Fall and will serve our community as a gathering place for our citizens for generations to come.

The long-awaited "solution" for a new Municipal Services Facility is about to be realized and has the potential to be a catalyst for the revitalization of our downtown. The "IMAGINE ANDOVER" initiative is an exciting project which will help create mixed use residential and commercial opportunities, resulting in a continuing vibrant local economy. Andover will, as a result, experience growing tax revenues, housing diversity and business growth.

The Economic Development Council is spearheading an initiative to attract residents to our downtown businesses. Our Historical Society and Andover Tomorrow leaders are envisioning a Cultural Corridor and a Shawsheen River Walk, enhancing Andover's appeal as a destination downtown. Furthermore, our Planning Department is committed to the importance of creating vibrant housing in the center of town.

Economic development is KEY to addressing our future, as a vibrant and desirable community. It is also a critical factor in keeping property taxes as affordable as possible for our citizens. The prospect of Pfizer expanding its workforce AND its building footprint here in Andover is exciting. You will have an opportunity to be a part of attracting this company to further invest in its facility here in Andover, by voting for the incentives that Andover is prepared to offer. This is a tremendous long-term opportunity for our community.

The opioid epidemic is a public health crisis affecting virtually every community in the nation and Andover is no exception. The Board of Selectmen, recognizing the enormity of this problem and charged with an obligation to lead, voted to support the creation of a point person to lead the charge on substance abuse prevention. This is a critical first step that will be monitored very carefully in the months ahead. We have a moral duty to support a healthy, safe and thriving community for all of our citizens.

The Other Post Employment Benefits Advisory Committee (OPEB) completed its findings and presented its Report to the community in late March. The goal of this Committee was to assist the Town in understanding Andover's OPEB liability and to present a plan to contain current and long term costs. This Report is reflective of a deep understanding of a very complex issue and offers a road map toward a solution that is both equitable and sustainable.

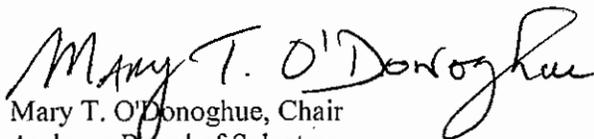
The Tennessee Gas Pipeline project, being proposed by national energy giant Kinder Morgan, continues to be closely monitored by the Town. Andover has joined the Northeast Municipal Gas Pipeline Coalition and has recently filed as an Intervenor with the Department of Public Utilities and the Federal Energy Regulatory Commission. This Project is currently pending before FERC.

The long-awaited capping of the Landfill Site on Chandler Road is finally moving forward. The Town has committed to Mass DEP that construction will begin in late 2016 and continue through 2017. The funding mechanism for this project has already been approved by the Town.

The Facilities Master Plan, currently underway, will give us the opportunity to plan and prioritize our future capital projects. The Town Manager has recommended the establishment of a Permanent Town Building Committee. This initiative will support the Manager in advising and providing oversight of significant capital building projects. This important Committee will be critical to establishing credibility as we move forward with addressing the Town's facility needs.

On behalf of the Board of Selectmen, I would like to thank our citizens, our businesses and our employees for making Andover one of the finest places to live and work in Massachusetts. Let us continue to pursue this goal together in the years ahead, ensuring that we leave a legacy to future generations of which we can all be proud.

Respectfully yours,

  
Mary T. O'Donoghue, Chair  
Andover Board of Selectmen

*VISION STATEMENT OF THE ANDOVER BOARD OF SELECTMEN*

*THE TOWN OF ANDOVER, MORE THAN A PLACE TO LIVE, IS A WAY OF LIFE.  
ITS LEGACY OF DEMOCRACY SHALL BE PRESERVED.  
EACH CITIZEN SHOULD EXPERIENCE THE TREASURE OF  
NATURE, HISTORY, INDIVIDUAL RESPECT,  
NEIGHBORHOOD AND LEARNING.  
AS RESOURCES AND ENERGY ALLOW, EACH OF THESE GIFTS  
FROM THE PAST WILL BE ENRICHED IN THE PRESENT  
FOR THOSE YET TO BE.*



# TOWN OF ANDOVER

Town Manager's Office  
36 Bartlet Street  
Andover, MA 01810  
(978) 623-8225  
[www.andoverma.gov](http://www.andoverma.gov)

Andrew P. Flanagan  
*Town Manager*

TO: The Honorable Board of Selectmen and the Citizens of the Town of Andover

It is my honor to have been appointed the seventh Town Manager of Andover in October, 2015. Over the past several months it has been my privilege to be introduced to the community, including meeting residents, business owners and our regional partners. It did not take me long to come to appreciate the wonderful sense of community and the pride those who live and work here have in Andover. The quality of the Town and the success of the municipal organization is clearly reflected by the level of citizen engagement and participation and the common goal of moving Andover forward.

I would like to recognize Mr. Reginald S. "Buzz" Stapczynski who served Andover with distinction as Town Manager for twenty-six years. Buzz has certainly left a legacy and I look forward to continuing his great work in the community. I would like to thank Mr. Lawrence "Larry" Murphy who served as the Interim Town Manager for four months and served a critical role during the transition.

A notable highlight of the past year is the establishment of the Historic Mill District by the 2015 Annual Town Meeting. This new zoning district encompasses nearly one hundred (100) acres between Main Street, Stevens Street, the Shawsheen River and Lupine Road. The intent of the Historic Mill District is to encourage smart growth development in proximity to Andover's regional transit station. The new district will provide the opportunity for new mixed-use development projects that promote compact design, preservation of open space, and a variety of transportation options, including enhanced pedestrian access.

Plans advanced in 2015 for the removal of both the Balmoral and Stevens Street dams. The removal of these dams will present the Town with an historic opportunity to reintroduce the river to Downtown Andover and provide residents with access for recreational activities. In addition, these two important projects will have a significant environmental impact and improve the quality of the watershed.

The relocation of the existing Town Yard has been a long standing priority of the Board of Selectmen. In the final months of 2015, the Town released a comprehensive financing plan that will provide the Town with the opportunity to relocate the existing Town Yard and build a new Municipal Services Facility that will meet the current and future needs of the Municipal Services Department. The plan includes mechanisms that will mitigate the cost impact to taxpayers and provide the Town with the ability to fund the project within the limitations of Proposition 2 ½ and therefore not require an override referendum.

The collective success of many of the initiatives that began in 2015 have laid the foundation that will support the future expansion and enhance the vibrancy of Downtown Andover. Understanding the importance of community process, the Town has partnered with the International City/County Management Association (ICMA) to launch the “Imagine Andover” project. Andover will leverage expertise and best practices from around the country as part of our effort to facilitate a community dialogue about the future of Downtown Andover.

As a collaborative initiative, the Town and School Department launched a comprehensive Facility Master Plan Study for the purposes of identifying and prioritizing the capital needs of Town and School buildings. The final deliverable will be a critical component to developing Andover’s Five Year Capital Improvement Program.

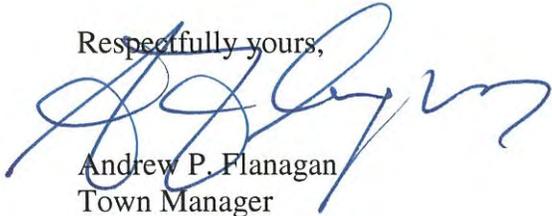
In the closing weeks of 2015, the Town officially began the process of a comprehensive rebuild of the Town’s website and communication channels. This project will mark a new era as the Town moves forward with enhancing our approach to communication and reinforcing our commitment to becoming a more transparent organization. The Town is currently in the process of rebuilding its website which will provide residents, businesses and visitors with the opportunity to interact with the Town and access information in a way that has not been available in the past. We are looking forward to launching the Town’s new website presence in Summer/Fall 2016.

I would like to thank the Board of Selectmen for its leadership and policy direction during my initial months as Town Manager. I wish to recognize the Town’s Department and Division Heads for their professionalism and commitment to our organization. Their input and institutional knowledge of their departments and the organization has proved to be invaluable.

I also want to recognize Executive Assistant Wendy Adams for all of her assistance and support in facilitating the work that goes into developing the Town Report.

In closing, I want to thank the residents for the warm welcome over the past several months. I look forward to working with you over the next year as we move forward with what will be an exciting period for Andover.

Respectfully yours,

A handwritten signature in blue ink, appearing to read "Andrew P. Flanagan".

Andrew P. Flanagan  
Town Manager

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.

## COMMUNITY DEVELOPMENT PLAN

**Background** – In January 2000, the Governor issued Executive Order 418 providing cities and towns with \$30,000 to create a Community Development Plan (CDP) to address the state's critical housing need while simultaneously balancing economic progress, transportation issues and open space preservation. The CDP's purpose is to encourage people to think about what is best for the whole community now and in the future. The Department of Housing and Community Development approved Andover's CDP in December 2004. As a result, Andover continues to be eligible for state funding and competitive grants. The Town will also use the Plan's conclusions to update the corresponding four sections in the 1992 Master Plan.

**Introduction** – The Town of Andover is faced with several challenges: 1) Housing has become less affordable for those who want to live and work, or simply to remain, in Andover; 2) Andover must remain economically competitive to maintain a stable tax base; 3) Limited funding and the continuous development of substandard parcels impede the preservation of open space; and 4) Residential, commercial, and industrial development at the local and regional levels has dramatically increased traffic. The foundation of the CDP is the Andover Vision Statement. The Vision provides a framework for decision-making by Town officials and citizens. Where elements of this Plan differ from the Vision, implementation must involve balance and compromise, weighing the various inputs according to their proportionate value.

**Economic Development Element** – Andover has a strong local economy that was created through properly designed land uses, strong planning and good positioning. In order to be competitive in the changing economy, it is recommended that the Town proceed with the following economic strategies: 1) Create a new management and marketing organization or committee that focuses on local business interests while utilizing the marketing skills of regional organizations; 2) Consider adopting zoning bylaw amendments that encourage a diverse mix of high quality/low impact industries and allow the development and redevelopment of existing parcels; 3) Improve infrastructure and programs that create access to industrial land and reduce congestion on local roads; and 4) Seek partnerships with Andover's business community.

**Housing Element** – Over time, the enhanced economy has provided a tax base that created first-rate town services, including a high-quality school system, and funding for open space preservation. The result is increased demand for the remaining land. Housing costs have outpaced the region and the nation over the past ten years. Due to Andover approaching its build-out, greater care is needed in planning for future land development. Unless measures are taken to protect and increase

Andover's housing supply, there is a danger that persons who were raised here and who work here, will no longer be able to afford Andover. The solution is coordinated expansion of opportunities for different market segments, gradually reducing pressure and opening new options. Suggested recommendations: 1) Keep designated affordable housing units in perpetuity; 2) Provide outreach to seniors and encourage elderly housing developments; 3) Establish a housing trust fund; and 4) Encourage zoning bylaw regulations that reuse old, industrial buildings for residential uses, maintain a mix of housing stock, preserve neighborhoods and promote new development to be moderate in scale.

**Open Space Element** – The value of land in Andover has become so high, almost every parcel now in private hands is vulnerable to housing or commercial development within the next few decades. The need to protect critical open space areas is necessary to protect Andover's small town character, provide recreational opportunities and continue wise management of natural resources. Suggested recommendations: 1) Acquire undeveloped portions of watershed or protect it through regulations; 2) Encourage developers to design subdivisions that protect critical areas and provide open space parcels and connections to conservation land; 3) Establish alternative linkages and trails; 4) Develop a management plan for town-owned conservation properties, and budget annually for maintenance of conservation areas; 5) Encourage volunteer efforts to promote proper use and maintenance whenever possible; and 6) Seek funding mechanisms to assist in continued acquisition of prioritized undeveloped land.

**Transportation Element** – Andover's transportation system supports businesses and residences and connects Andover to neighboring towns and the regional interstate system. Although Andover has an excellent road system, there are issues that need attention. Over time, commercial, industrial and residential development has increased the number of vehicles and the frequency of use into unaccustomed neighborhoods. Suggested recommendations: 1) Support high-speed transit systems that will link Andover with other areas of the Commonwealth and New England; 2) Support improvement of the Merrimack Valley Regional Transportation Authority's flexible design service along with expansion of days and hours of service; 3) Repair or replace the inadequate bridges; 4) Increase bicycle use by providing a range of options; 5) Improve access and management of the River Road and Dascomb Road areas to create more efficient traffic flow and allow existing industrial land to be effectively developed; 6) Promote zoning and land use regulations that are consistent with the region's transportation goals; and 7) Build new access from I-93 to Burt Road and Lowell Junction to allow existing industrial land to be developed and decrease vehicle trips on neighborhood roads.

## TOWN OF ANDOVER DEPARTMENT/DIVISION HEAD DIRECTORY

Chief Information Officer	Paul J. Puzzanghera
Community Development & Planning Department	
Director of Health	Thomas G. Carbone
Director of Planning	Paul T. Materazzo
Director of Conservation	Robert J. Douglas
Inspector of Buildings	Christopher A. Clemente
Electrical Inspector	Paul J. Kennedy
Plumbing, Gas & Sewer Inspector	Richard K. Danforth
Community Services Director	Kimberly A. Stamas
Elder Services Director	Katherine D. Urquhart
Emergency Management Director	Police Chief Patrick E. Keefe
Finance and Budget Department	
Finance Director	Donna M. Walsh
Chief Assessor	David A. Billard
Collector/Treasurer	David J. Reilly
Purchasing Agent/Insurance Coordinator	Thomas P. Watkins
Fire Chief	Michael B. Mansfield
Human Resources Director	Candace A. Hall
Municipal Services Director	Christopher M. Cronin
Plant and Facilities Department	
Deputy Director	Edwin S. Ataide
Superintendent of Buildings	Edwin S. Ataide
Superintendent of Parks and Grounds	Paul E. Sanborn
Police Chief	Patrick E. Keefe
Executive Officer	Charles E. Heseltine
Public Works Department	
Deputy Director	Roger-Marc Fournier
Highway Superintendent	Kevin Hale
General Foreman of Water/Sewer Distribution	Michael P. Murnane
Town Engineer	Brian W. Moore
Memorial Hall Library Director	Beth H. Mazin
Superintendent of Schools	Dr. Sheldon H. Berman
Town Accountant	Theodora K. Moccia
Assistant Town Accountant	Hayley S. Green
Town Clerk	Lawrence J. Murphy
Assistant Town Clerk	Kathleen F. McKenna
Town Counsel	Thomas J. Urbelis, Esq.
Town Manager	Andrew P. Flanagan
Assistant Town Manager	Steven S. Bucuzzo
Veterans Services Agent	Michael Burke
Youth Services Director	William D. Fahey



**DIRECTORY OF TOWN OFFICIALS**  
**AS OF DECEMBER 31, 2015**

**ELECTED**

**BOARD OF SELECTMEN**

Mary T. O'Donoghue, Ch.	- 2017
Robert A. Landry	- 2018
Daniel H. Kowalski	- 2018
Paul J. Salafia	- 2016
Alex J. Vispoli, V. Ch.	- 2016

**SCHOOL COMMITTEE**

Ann W. Gilbert, Ch.	- 2016
Joel G. Blumstein	- 2017
Paula Colby-Clements	- 2016
Susan McCready	- 2018
Ted E. Teichert	- 2018

**ANDOVER HOUSING AUTHORITY**

Calvin A. Deyermond, Ch.*	- 2016
Francis A. O'Connor	- 2020
Daniel T. Grams	- 2016
John K. O'Donoghue	- 2019
Mary T. Wesson	- 2018

\* Appointed by Cabinet Secretary of Executive Office of Communities and Development

**GREATER LAWRENCE TECHNICAL SCHOOL DISTRICT COMMITTEE**

Leo J. Lamontagne, Ch. Lawrence	- 2016
Marilyn M. Fitzgerald, Andover	- 2018
Frank A. Rossi, North Andover	- 2017
Angel Garcia, Lawrence	- 2016
Gary M. Mannion, Jr., Lawrence	- 2016
Barbara Grondine, Methuen	- 2016
Jessica Finocchiaro, Methuen	- 2016

**TRUSTEES OF PUNCHARD FREE SCHOOL**

Dr. Eric Stubenhaus, Ch.	- 2018
Charles Hanes	- 2018
Donald F. Schroeder	- 2017
James E. Sutton	- 2017
Randall L. Hanson	- 2016

**TOWN MODERATOR**

Sheila M. Doherty	- 2016
-------------------	--------

**CORNELL FUND TRUSTEES**

Richard J. Bowen	- 2017
Calvin G. Perry	- 2016
Kenneth B. Ozoonian	- 2018

**APPOINTED**

**TOWN MANAGER – ANDREW P. FLANAGAN**

**BOARD OF ASSESSORS**

Dennis M. Adams - 2018  
David A. Billard - 2016  
Lewis C. Trumbore - 2018

**AUDIT COMMITTEE**

Paul C. Dow, Jr., Ch. - 2016  
Robert E. Finneran - 2018  
Steven G. Caron - 2017  
Steven S. Sintros - 2018  
Kathleen O. Sherman - 2017

**BALLARDVALE FIRE STATION BLG. COMM.**

Peter F. Reilly - 2017  
Jeffrey L. Fuller - 2017  
Perry M. Raffi - 2017  
Stephen W. Bullis - 2017  
Michael E. Hellmann - 2017  
Rebecca A. Backman - 2017

**BALLARDVALE HISTORIC DISTRICT COMM.**

Joanna L. Reck, Ch. - 2016  
Robert Branca, Alternate - 2017  
Ronald J. Abraham - 2018  
Madelyn I. Mitton - 2018  
Leo M. Greene - 2018  
Sheldon A. Fine - 2016  
Gary R. Rowe - 2017  
Remi Machet, Alternative - 2018

**CONSERVATION COMMISSION**

Donald D. Cooper, Ch. - 2017  
Philip L. Sutherland - 2016  
Ellen McCarthy Townson - 2018  
Floyd S. Greenwood - 2017  
Alexandra Driscoll - 2018  
Jon M. Honea - 2016  
Kevin J. Porter - 2016

**COMMISSION ON DISABILITY**

Sarah Paterson, Co-Ch. - 2017  
Justin J. Coppola, Jr. - 2016  
Donna B. Gorzela - 2018  
Bernadette L. Lionetta - 2016  
Jennifer E. Samaras, Co-Ch. - 2018  
Julie E. Pike - 2016  
Stephen W. Surette - 2017  
Madelaine St. Amand - 2018

**CONTRIBUTORY RETIREMENT BOARD**

James A. Cuticchia, Ch. - 2017  
Thomas P. Hartwell - 2017  
Elena M. Kothman - 2016  
Anthony K. Stankiewicz - 2017  
Theodora K. Moccia, Ex-Officio

**COUNCIL ON AGING**

Donald W. Robb, Ch. - 2016  
Joseph T. Ponti - 2018  
Kathleen M. Devanna - 2017  
Ann M. Grecoe - 2016  
Michael J. Roli - 2017  
Stuart C. McNeil - 2016  
Jane M. Gifun - 2018  
Joan M. Fox - 2016  
Margaret V. O'Connor - 2016  
Kenneth L. DeBenedictis - 2018

**CULTURAL COUNCIL**

Leslie Seaton Malis, Ch. - 2016  
Rosemary Halloran - 2017  
Lenore A. Price - 2016  
Kathleen M. Dolan - 2016  
Denise Johnson - 2016  
Molly Ann Foley - 2018  
Linda C. Carpenter - 2018  
Nora Kay Pelt - 2018  
Susan Smith - 2018  
Elizabeth Primes - 2016  
Judith Farzan - 2018

**DESIGN REVIEW BOARD**

Craig D. Gibson, Gh. - 2017  
Anita M. Renton - 2016  
Paul W. Maue - 2016  
Suzanne Korschun - 2017  
Eric I. Daum - 2018

**ELDERLY TAX AID COMMITTEE**

David J. Reilly, Ch. - 2017  
Klaus B. Lasch - 2017

**FINANCE COMMITTEE\***

S. Jon Stumpf, Ch. - 2016  
Joanne F. Marden - 2018  
Blackwell "Bojay" Taylor - 2017  
John J. Barry, Jr. - 2016  
Gregory Serrao - 2017  
Eugenie M. Moffitt - 2018  
Bonnie J. Zahorik - 2016  
Margaret N. Kruse - 2018  
Linn N. Anderson - 2017

\*Appointments made by the Town Moderator

**BOARD OF HEALTH**

Candace B. Martin, Ch. - 2016  
Pamela Linzer - 2017  
Dr. Gopala K. Dwarakanath - 2018

**HOUSING TRUST FUND TRUSTEES**

Linda A. O'Connell, Ch. - 2016  
Susan A. Shepard - 2017  
Carolyn Hall Finlay - 2016  
David B. Currie - 2016  
Charles W. Wolf, Jr. - 2018  
Andrew P. Flanagan - 2016

**INF. TECHNOLOGY ADVISORY COMM.**

Maurice P. Desruisseau - 2016  
Jeffrey Ruck - 2018  
Mark Merritt - 2016  
Julie Wright - 2018  
Phillip L. Green - 2016

**MEMORIAL HALL LIBRARY TRUSTEES**

Karen M. Herman, Ch. - 2017  
Carolyn A. Fantini - 2016  
Laurence J. Lamagna - 2018  
Mark J. Yanowitz - 2017  
John P. Hess - 2018  
Anthony J. Straceski - 2018  
Molly Ann Foley - 2016

**ECONOMIC DEVELOPMENT COUNCIL**

John W. Fenton, Ch. - 2018  
Dave VS. Pierre - 2018  
Andrea Leary - 2018  
Steven Leed - 2018  
Jon Tucker - 2018  
T. Bradley Duffin - 2018  
Jeffrey Spagat - 2018  
Marlene P. Hoyt - 2018  
Shawn Carroll - 2018  
Holly Nahabedian - 2018  
Michael Sewall - 2018

**GREEN ADVISORY BOARD**

Eric L. Rex - 2018  
Melanie A. Cutler - 2017  
Brian O. Salazar - 2016  
Anil V. Navkal - 2017  
Charissa Rigano - 2018  
Girish S. Rao - 2017  
Donald Michelinie - 2016  
Austin C. (Chad) Stern II - 2018

**HOUSING PARTNERSHIP COMMITTEE**

Ann-T. Cobleigh, Ch. - 2016  
William R. Ahearn, IV - 2017  
Austin Simko - 2017  
Edward J. Smith - 2018  
Kevin M. Cuff - 2017  
Francis A. O'Connor - 2017  
Vinod K. Bhandari - 2016

**PATRIOTIC HOLIDAY COMMITTEE**

Calvin A. Deyermond, Ch. - 2016  
Veterans Serv. Agent Michael Burke - 2016  
Laurie M. Farris - 2016  
Fire Chief Michael B. Mansfield - 2016  
Robert S. Hamilton - 2016  
James F. Bedford - 2016  
Susan W. Ratyna - 2016  
Stephen H. Wallingford - 2016  
R. Scott Parrish - 2016  
Calvin G. Perry - 2016

**OTHER POST EMPLOYMENT BENEFITS**

Michael Morris, Ch. - 2016  
Mark Baldwin - 2016  
Thomas Hartwell - 2016  
Steven Caron - 2016

**PLANNING BOARD**

Zachary C. Bergeron, Ch. - 2016  
Vincent A. Chiozzi, Jr. - 2016  
Ann W. Knowles - 2019  
James D. Doherty, Jr. - 2020  
Joan H. Duff - 2019  
Austin Simko – Associate - 2019

**BOARD OF REGISTRARS**

Christopher Falvey - 2018  
William T. Downs - 2016  
Gerald F. Gustus - 2017

**SCHOLARSHIP COMMITTEE**

David J. Reilly, Ch. - 2016  
Janis J. Hill - 2016  
Dr. Eric Stubenhaus - 2016  
Carolyn R. Hanson - 2016  
Kate Allard - 2016  
Kathy Hess - 2016

**SPRING GROVE CEMETERY TRUSTEES**

John S. Bigelow, Ch. - 2017  
Sandra L. Dearborn - 2016  
Gail Ralston - 2018  
William A. Canane - 2016  
Robert Goodwin - 2017

**TRIAD COUNCIL**

Russell D. Ouellette, Ch. - 2018  
Joseph F. Gifun - 2018  
Ethel A. Olsen - 2018  
Mary Joyce Kernan - 2018  
John L. Howard, Jr. - 2018

**DIR. OF EMERGENCY MANAGEMENT**

Police Chief Patrick E. Keefe - 2016

**GR. LAWR. COMM. ACTION COUNCIL**

Kenneth E. MacKenzie, Esq. - 2016

**INSPECTOR OF ANIMALS**

Wayne D. Nader - 2016

**MBTA ADVISORY BOARD**

Katherine O’Neil - 2016

**MERR. VALLEY REG. TRANSIT AUTHORITY**

Planning Director Paul T. Materazzo - 2016  
Senior Planner Lisa Schwarz – Alternate - 2016  
Planner Jacki Byerly – Alternate - 2016

**PRESERVATION COMMISSION**

Karen M. Herman, Ch. - 2018  
James S. Batchelder - 2016  
Leslie A. Frost - 2017  
Leo M. Greene - 2016  
Craig D. Gibson - 2016  
Arnold W. Dyer, Jr. - 2016  
Joanna L. Reck - 2017

**TOWLE FUND TRUSTEES**

Christopher S. Doherty, Ch. - 2016  
Jane Morrissey - 2018  
Randall Hanson - 2018

**ZONING BOARD OF APPEALS**

David W. Brown, Ch. - 2017  
Neil B. Magenheimer - 2018  
Carol C. McDonough - 2018  
Kathy Faulk - 2018  
Elizabeth M. Oltman - 2018  
Lisa A. Rechisky – Associate - 2016  
Denise A. Bordonaro – Associate - 2017  
Tara K. Wilson - 2017

**YOUTH CENTER BUILDING COMMITTEE**

Chris C. Huntress, Ch. - 2016  
Nancy K. Jeton - 2016  
Bill D. Perkins - 2016  
Lewis C. Trumbore - 2016  
David Giangrande - 2016  
David J. Gorman - 2016  
Joseph Spanos - 2016

**FOREST WARDEN**

Fire Chief Michael B. Mansfield - 2016

**GR. LAWR. SANITARY DISTRICT REP.**

Christopher M. Cronin - 2016

**KEEPER OF THE LOCKUP**

Police Chief Patrick E. Keefe - 2016

**MERR. VALLEY PLANNING COMMISSION**

Joan H. Duff - 2016

**VETERANS SERVICES AGENT**

Michael Burke - 2016

**ELECTION RESULTS FOR ANNUAL TOWN ELECTION - ANDOVER MASSACHUSETTS  
MARCH 24, 2015**

<b>PRECINCTS:</b>	<b>P-1</b>	<b>P-2</b>	<b>P-3</b>	<b>P-4</b>	<b>P-5</b>	<b>P-6</b>	<b>P-7/7A</b>	<b>P-8</b>	<b>P-9/9A</b>	<b>TOTALS</b>
<b>MODERATOR - 1 YEAR TERM (1)</b>										
SHEILA M. DOHERTY	233	259	315	305	235	251	328	284	343	2553
Blanks	77	74	94	89	83	91	129	102	143	882
Misc. Others	3	3	6	4	3	5	5	2	1	32
Totals	313	336	415	398	321	347	462	388	487	3467
<b>BOARD OF SELECTMEN-3 YEAR TERM (2)</b>										
DANIEL H. KOWALSKI	183	174	250	215	155	159	262	202	257	1857
BRIAN P. MAJOR	144	169	223	187	135	175	230	163	198	1624
ROBERT A. LANDRY	169	174	194	212	176	188	227	222	278	1840
NEIL J. SENIOR	36	60	64	61	65	57	95	83	80	601
Blanks	93	95	98	121	111	114	110	106	161	1009
Misc. Others	1	0	1	0	0	1	0	0	0	3
Totals	626	672	830	796	642	694	924	776	974	6934
<b>SCHOOL COMMITTEE - 3 YEAR TERM (2)</b>										
DAVID A. BIRNBACH	113	79	135	133	106	130	170	150	182	1198
SUSAN K, MCCREADY	158	207	208	229	147	180	219	207	240	1795
KIM SOUSA	107	152	157	161	182	128	128	151	156	1322
TED E. TEICHERT	151	150	213	166	110	144	247	176	218	1575
Blanks	97	83	117	107	95	112	160	92	177	1040
Misc. Others	0	1	0	0	2	0	0	0	1	4
Totals	626	672	830	796	642	694	924	776	974	6934
<b>SCHOOL COMMITTEE - 1 YEAR TERM (1)</b>										
ANN W. GILBERT	240	235	304	304	215	219	271	292	329	2409
PAUL J. PROPERZIO	52	74	76	58	62	81	140	74	89	706
Blanks	21	27	34	36	44	45	51	21	69	348
Misc. Others	0	0	1	0	0	2	0	1	0	4
Totals	313	336	415	398	321	347	462	388	487	3467
<b>HOUSING AUTHORITY-5 TEAR TERM (1)</b>										
FRANCIS A. O'CONNOR	225	245	300	267	221	237	298	269	316	2378
Blanks	88	91	112	131	99	110	164	118	169	1082
Misc. Others	0	0	3	0	1	0	0	1	2	7
Totals	313	336	415	398	321	347	462	388	487	3467
<b>GREATER LAWRENCE REGIONAL VOCATIONAL TECHNICAL SCHOOL DISTRICT COMMITTEE - 3 YEAR TERM (1)</b>										
MARILYN M. FITZGERALD	236	267	317	291	243	257	306	288	329	2534
Blanks	77	69	95	106	77	90	156	100	157	927
Misc. Others	0	0	3	1	1	0	0	0	1	6
Totals	313	336	415	398	321	347	462	388	487	3467
<b>TRUSTEES OF THE PUNCHARD FREE SCHOOL - 3 YEAR TERM (2)</b>										
ERIC STUBENHAUS	200	199	258	217	180	191	278	232	266	2021
CHARLES A. HANES	177	186	220	201	169	176	229	209	244	1811
Blanks	249	287	350	378	292	326	417	334	463	3096
Misc. Others	0	0	2	0	1	1	0	1	1	6
Totals	626	672	830	796	642	694	924	776	974	6934

## **51st ANNUAL FOUNDERS' DAY – MAY 21, 2015**

*FOUNDERS' DAY WAS ESTABLISHED BY THE BOARD OF SELECTMEN IN 1965 TO MARK THE DATE OF THE TOWN'S INCORPORATION – MAY 6, 1646 – AND TO HONOR SCHOOL AND TOWN EMPLOYEES WITH TEN OR MORE YEARS OF DEDICATED SERVICE TO THE CITIZENS OF THE TOWN OF ANDOVER.*

### **TOWN DEPARTMENTS**

#### **35 Years of Service**

Ronald E. Hancock	Department of Municipal Services
Lesley J. Hewett	Information Technology

#### **30 Years of Service**

Lee J. Britton	Police Department
Mary Jane Burwell	Information Technology
Paul G. Hinds	Department of Municipal Services
Daniel G. Igoe	Police Department
Wayne R. Merola	Fire Department
Stephen F. Migliori	Department of Municipal Services
Mary Ellen Morkeski	Police Department
Todd R. Pomerleau	Fire Department
Marie C. Robertson	Library
John S. Ronan	Fire Department
Dennis P. Sheehan	Treasurer's Office
Katherine Urquhart	Elder Services
Delores Zimmer	Treasurer's Office

#### **25 Years of Service**

Michael P. Murnane	Department of Municipal Services
Allen D. Smith	Department of Municipal Services
Reginald S. Stapczynski	Town Manager's Office

#### **20 Years of Service**

Ryan T. Beal	Fire Department
Linda L. Cleary	Department of CD&P
Charles E. Edgerly	Police Department
Garrett E. Ferris	Fire Department
David W. Froburg	Police Department
John D. Gangi	Fire Department
Michael A. Giammasi	Fire Department
John W. Hines	Fire Department
Glen K. Ota	Police Department
Robert G. Pelletier	Fire Department

**15 Years of Service**

Dianne M. Anciello	Department of Municipal Services
Dean Baumeister	Library
Barbara M. Burke	Department of CD&P
Chad M. Cooper	Police Department
Jeffrey R. Crane	Department of Municipal Services
Patricia M. D'Agata	Department of CD&P
Robert M. Dalton	Fire Department
Pamela Dipesa	Library
Leonard B. Foote	Department of Municipal Services
Margaret M. Froburg	Public Safety
Mark L. Gardella	Department of Municipal Services
Paula Hamel	Department of CD&P
Edward J. Hammersley	Department of Municipal Services
Mark A. Higginbottom	Police Department
Charles M. Jessico	Public Safety
Christopher R. Kun	Department of Municipal Services
Joseph A. Magliozzi	Police Department
Lizeth A. Menard	Police Department
Theodora K. Moccia	Accounting Department
Deborah J. Palumbo	Accounting Department
Tammy T. Robichaud	Department of Municipal Services
Lynn E. Spitalere	Treasurer's Office

**10 Years of Service**

Gary C. Barnaby	Public Safety
Robert J. Douglas	Department of CD&P
Sandra J. Gerraughty	Department of Municipal Services
Anthony Lombardi	Youth Services
Kathleen F. McKenna	Town Clerk's Office
Feliz Melendez	Department of Municipal Services
Christopher M. Morgese	Fire Department
Vicki Murphy	Library
John Young	Department of Municipal Services

**SCHOOL DEPARTMENTS****40 Years of Service**

Patricia A. Thomson	West Elementary School
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**35 Years of Service**

Susan A. Infantine	Shawsheen Elementary School
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**30 Years of Service**

John G. Heidenrich	West Middle School
Elizabeth M. Roos	West Elementary

**25 Years of Service**

Sara H. Bean	Bancroft Elementary School
James F. Costello	Andover High School
Candace A. Hall-Nourse	Human Resources
Nina Jones	Shawsheen Elementary School
Joan M. Nimerowski	High Plain Elementary School
Sharyn R. Taitz	Wood Hill Middle School
Paul L. Willis	Andover High School

**20 Years of Service**

Mario M. Baffo	Sanborn Elementary School
Patricia I. Barrett	Sanborn Elementary School
Nicole Brezinski	High Plain Elementary School
Ricardo Chanquet	West Elementary School
Alberta A. Chirico	South Elementary School
Melinda G. Crossman	Shawsheen Elementary School
Dorothy D. Delorenzo	Superintendent/Assist Superintendent's Office
Renee R. Druke	Andover High School
Robin L. Dubois	High Plain Elementary School
David Fazio	Andover High School
Lisa A. Freeman	High Plain Elementary School
Patricia G. Gregory	West Middle School
Sheila Harrington	Wood Hill Middle School
Maryellen Johnson	Sanborn Elementary School
Joyce M. Larsen Maclary	Shawsheen Elementary School
Deborah A. McLaughlin	South Elementary School
Ann M. McNamee	Doherty Middle School
Donna M. Mohan	High Plain Elementary School
Ann B. O'Donnell	Shawsheen Elementary School
Cynthia T. Olendzenski	High Plain Elementary School
Debra A. Powers	Andover High School
Olga Shaknovsky	Andover High School
Betty A. Singleton	Wood Hill Middle School
Lisa A. Spampinato	West Elementary School
Patricia M. Tivnan	Doherty Middle School
Maureen A. Wholey	Andover High School
Daphne J. Winders	Sanborn Elementary School
Diane L. Winkelman	High Plain Elementary School
Janet L. Wright	Business Office

**15 Years of Service**

Christine J. Baldwin	Sanborn Elementary School
Maureen A. Belbin	Doherty Middle School
Christine M. Bronson	Doherty Middle School
Michelle S. Chachus	Andover High School

<b>15 Years of Service (cont'd)</b>	
June G. Constantineau	Crossing Guard
Abigail G. Cooper	Bancroft Elementary School
Kevin L. Cyr	West Elementary School
Karen J. Damphousse	Andover High School
Frank A. Defusco	Wood Hill Middle School
Jennifer M. Deschenes	Andover High School
Kimberly Dinapoli	West Elementary School
Cynthia E. Distefano	Crossing Guard
Colleen M. Dolan	High Plain Elementary School
Kim M. Dowell	Wood Hill Middle School
Susan H. Farquhar	High Plain Elementary School
Laurie B. Farrell	Wood Hill Middle School
Kathleen M. Federico	Doherty Middle School
David M. Feole	Bancroft Elementary School
Terri L. Feole	Cafeteria
Christine M. Gould	Andover High School
Janet M. Hamilton	Shawsheen Elementary School
Barbara C. Lyle	West Elementary School
Jennifer P. Montgomery	South Elementary School
Kristen L. Moriarty	High Plain Elementary School
John J. Palen	Andover High School
Carol A. Pehrson	Bancroft Elementary School
Meredith C. Petersen	Substitute
Linda M. Phelan	West Elementary School
Elaine A. Pineault	West Elementary School
Lucia C. Rizzo	South Elementary School
Swati Sarkar	Doherty Middle School
Joan Selby	Wood Hill Middle School
Karen J. Shaheen Waters	Andover High School
Brian T. Shea	Andover High School
Stephen T. Sousa	Andover High School
Catherine L. Tarr	High Plain Elementary School
Marlene S. Theodorou	Wood Hill Middle School
Cleo P. Thompson	Andover High School
Norma L. Villarreal	Wood Hill Middle School
Laurie A. Wallace	Doherty Middle School

**10 Years of Service**

Nancy J. Anderson	Cafeteria
Elizabeth J. Arnold	Andover High School
Edmund Brylczyk	Substitute
Hannah Buzby	Shawsheen Elementary School
Rita Casper	Special Education
Joan M. Collins	High Plain Elementary School
Kathryn T. Conti	Wood Hill Middle School
Shelley A. Coughlin	West Middle School

<b>10 Years of Service (cont'd)</b>	
Jessica Cross	Andover High School
Gretchen A. Curtis	Shawsheen Elementary School
Gretchen A. Detora	South Elementary School
Judith Dlesk	High Plain Elementary School
Pamela Federico	Bancroft Elementary School
Joan M. Field	High Plain Elementary School
Krista Galligani	Shawsheen Elementary School
Jennifer Galvin	Bancroft Elementary School
Kerri I. Gazda	High Plain Elementary School
Kate M. Gerry	Shawsheen Elementary School
Benjamin L. Gibson	Sanborn Elementary School
Mary J. Gustus	Shawsheen Elementary School
Jennifer J. Hardin	West Elementary School
Martha A. Hyslip	Wood Hill Middle School
Linda J. Kane	Wood Hill Middle School
Lauren M. King	Bancroft Elementary School
Karla F. Kohl	Human Resources
Linda J. Lacey	Doherty Middle School
Margaret J. Lawler	Wood Hill Middle School
Julie A. Lovejoy	Bancroft Elementary School
Rosemary S. Manuel	High Plain Elementary School
Crystal Martell	Shawsheen Elementary School
Lillian P. Michalczyk	Crossing Guard
Daniel H. Miley	Wood Hill Middle School
Alia J. Mohammed	West Elementary School
Gina M. Murray	Wood Hill Middle School
Stephen D. Murray	Andover High School
Kerri A. O'Dea	Wood Hill Middle School
Kelly A. O'Donnell	West Elementary School
Ciara A. O'Keefe	High Plain Elementary School
Christopher J. Pascucci	Andover High School
Alison L. Phelan	Superintendent/Assist Superintendent's Office
Caitlyn J. Queenin	High Plain Elementary School
Susanne M. Rowe	Andover High School
Carolyn S. Royal	West Elementary School
Jennifer R. Sands	West Elementary School
Ann M. Sermos	Sanborn Elementary School
Lindsey M. Simard	High Plain Elementary School
Zee P. Sofron	Wood Hill Middle School
Rosemary P. Stanley	Shawsheen Elementary School
Tracy L. Straw-Patane	Cafeteria
Laurie A. Tetreault	West Elementary School
Shannon E. Witman	West Middle School

\*\*\*\*\*  
**ELECTED STATE & FEDERAL OFFICIALS**  
\*\*\*\*\*

**United States Senators:**

Updated 2/2016

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

The Honorable Edward J. Markey (D)  
One Bowdoin Square, Boston, MA 02114  
Boston (617) 565-8519; DC (202) 224-2742  
218 Russell Senate Office Building, Washington, DC 20510  
Contact: [www.markey.senate.gov/contact.cfm](http://www.markey.senate.gov/contact.cfm)

**United States Representatives:**

Honorable Nicola S. Tsongas (D)  
Third Congressional District (Precincts 2, 3, 4, 5, 6, 7, 9)  
305 Essex Street, 4<sup>th</sup> Floor, Lawrence, MA 01840  
(978) 681-6200 FAX (978) 682-6070  
1607 Longworth House Office Building, Washington, DC 20515  
(202) 225-3411 FAX (202) 226-0771  
Email: [tsongas.house.gov](mailto:tsongas.house.gov)

Seth Moulton (D)  
Sixth Congressional District (Precincts 1, 7A, 8, 9A)  
17 Peabody Square, Peabody, MA 01960  
(978) 531-1669 FAX (978) 531-1996  
1408 Longworth House Office Building, Washington, DC 20515  
(202) 225-8020 FAX (202) 225-5915  
Contact: <https://moulton.house.gov/contact/email>

**State Senator:**

Barbara A. I'Italien (D)  
Second Essex & Middlesex District  
State House, Room 413-C, Boston, MA 02133  
(617) 722-1612 Fax: (617) 722-1058  
Email: [barbara.l'italien@masenate.gov](mailto:barbara.l'italien@masenate.gov)

**State Representatives:**

Frank Moran (D)  
Seventeenth Essex  
(Precincts 2, 3, 4)  
38 Dartmouth Street, Lawrence, MA 01841  
State House, Room 279, Boston, MA 02133  
(617) 722-2017 Fax: (617) 626-0288  
Email: [Frank.Moran@mahouse.gov](mailto:Frank.Moran@mahouse.gov)

James J. Lyons, Jr. (R)  
Eighteenth Essex  
(Precincts 1, 5-9 *includes subprecincts*)  
12 High Vale Lane, Andover, MA 01810  
State House, Room 443, Boston, MA 02133  
(617) 722-2460 Fax: (617) 626-0246  
Email: [James.Lyons@mahouse.gov](mailto:James.Lyons@mahouse.gov)

\* \* \* \* \*

**HOW CAN WE HELP YOU?**

\* \* \* \* \*

**Mailing Address:** Town Offices, 36 Bartlet Street, Andover, MA 01810

**Business Hours at the Town Offices:** 8:30 A.M. – 4:30 P.M. Monday – Friday  
(Comm. Dev. & Planning – 8:00 A.M. – 3:00 P.M.)

**Telephone Numbers:**

POLICE/FIRE-RESCUE – EMERGENCY	911
Fire Rescue – Business	978-623-8466
Police Department – Business	978-475-0411
Town Manager	978-623-8225
DCS Classes & Activities	978-623-8273/8274
Department of Public Works	978-623-8350, option 1
Department of Public Works – Highway Division	978-623-8426
Human Resources Office	978-623-8530
Memorial Hall Library	978-623-8400
Center at Punchard (Senior Center)	978-623-8321
Superintendent of Schools	978-623-8501

**Andover’s Home Page:** <http://www.andoverma.gov>

**Memorial Hall Library’s Home Page:** <http://www.mhl.org>

**Andover’s Population:** 31,617

**Square Miles:** 32

**Number of Acres:** 20,500  
2,045.91 acres controlled by the Conservation Commission  
13 parcels have Conservation easements and 46 parcels have Conservation Restrictions  
1,100 acres owned or managed by A.V.I.S.  
707 acres owned by Commonwealth – Harold Parker State Forest

**Town Meeting and Election:** Town Election is held the fourth Tuesday of March  
Annual Town Meeting is generally held four weeks following the Town Election

**Voter Registration Information:** Call Town Clerk’s Office at 978-623-8255

**Andover’s Tax Rate:** \$14.97 – Residential and Open Land  
\$24.77 – Commercial/Industrial & Personal Property

**When are Taxes Due:** Taxes are due quarterly on the following dates:  
August 1<sup>st</sup> – November 1<sup>st</sup> – February 1<sup>st</sup> – May 1<sup>st</sup>

**Excise Tax Information:** Call the Assessor's Office at 978-623-8264

**Recycling Information:**

**Questions:** Call the Department of Public Works at 978-623-8350, option 1

**Curbside Pick-up:** Every other week – place curbside by 7:00 A.M. on your pickup day. Single Stream recycling is now available. Recyclable material inclusive of glass (all colors, steel and tin cans, aluminum containers and #1 through #7 plastics.) Recyclable paper products include: newspapers, magazines, junk mail, office paper, paperboard (cereal and cracker boxes - liners removed) and corrugated containers. Cardboard - please break down, flatten and fold boxes, cartons & other pieces of cardboard into 4'x4'x2' bundles – then tie or tape them together and place next to your bin.

**Complaints/Information:** Call Republic Services at 1-800-442-9006, the Department of Public Works at 978-623-8350, option 1 or e-mail at [recycle@andoverma.us](mailto:recycle@andoverma.us).

**Compost Site:** Bald Hill Compost Site - High Plain Road. Permit is required for the disposal of leaves, grass clippings and green garden waste or to pick up compost. Clippings must be removed from container used to transport for dumping. Fines will be assessed for illegal dumping. Please visit [www.andoverma.gov/compost](http://www.andoverma.gov/compost) for the days and times site is open, how to obtain a permit, the fees and the permit requirements for use of the site or call the Plant & Facilities Department at 978-623-8280.

**Trash Collection Information:**

**Curbside Pickup:** Every week - place curbside by 7:00 A.M. on your pickup day. Household rubbish is limited to 4 bags or barrels or the equivalent of 135 gallons maximum per residence. One bulky item is allowed per week in addition to household trash.

**Complaints or Inquiries:** Call Republic Services at 1-800-442-9006, the Department of Public Works at 978-623-8350, option 1 or e-mail at [recycle@andoverma.us](mailto:recycle@andoverma.us).

**Dispose of an Appliance:** Appliances can no longer be left curbside – their disposal is the homeowner's responsibility. A list of private disposal options may be found in the "Recycling and Trash Guide for Residents" at [www.andoverma.gov](http://www.andoverma.gov).

**Pothole Snow Removal Complaint:** Call the Highway Division at 978-623-8426

**Pothole Claims:** Must submit a letter to the Purchasing Department within thirty days of the date of the incident attaching copies of invoices for expenses incurred or contact the office at 978-623-8214 with any questions.

**Where to Inquire About or Obtain Licenses & Permits:**

Ballfield Permits & Rentals	Facilities Coordinator	978-623-8450
Birth Certificate	Town Clerk's Office	978-623-8255
Building Permits (construction, plumbing, gas, electrical)	Building Division (Office Hours: 8:00 A.M. – 10:00 A.M.)	978-623-8301
Business Certificate	Building Division and Town Clerk's Office	978-623-8301 978-623-8255
Compost Site Permit	Plant & Facilities Dept.	978-623-8280
Death Certificate	Town Clerk's Office	978-623-8255
Dog License	Town Clerk's Office	978-623-8255
Fields Rental	Facilities Coordinator	978-623-8450
Food Service License	Health Division and/or Town Clerk's Office	978-623-8295 978-623-8255
Liquor License (Annual or One-Day)	Town Clerk's Office	978-623-8255
Marriage License	Town Clerk's Office	978-623-8255
Open Air Burning Permit	Fire Rescue	978-623-8307 Or 623-8343
Smoke Detector Permit	Fire Rescue	978-623-8307 Or 623-8343
Street Opening Permit	Dept. of Public Works	978-623-8350
The Park Rental	Town Manager's Office	978-623-8225
Town House Rental	Facilities Coordinator	978-623-8450
Zoning Bylaw Variance	Building Division And/or Board of Appeals Office	978-623-8301 978-623-8315

## **FINANCE & BUDGET DEPARTMENT**

*The mission of the Finance Department is 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 assure accuracy, accountability and justification.*

### **FINANCE ADMINISTRATION**

The Town Manager's Recommended Fiscal Year 2016 Budget (July 1, 2015 – June 30, 2016) was released on February 6, 2015. During the months of February, March and April, meetings were held with the Board of Selectmen, Finance Committee, School Committee and Department Heads to review the Budget and warrant article requests and prepare recommendations for the Annual Town Meeting.

In April, the Finance Committee Report was mailed to over 11,300 households. The Annual Town Meeting began on May 4, 2015 and the Fiscal Year 2016 operating budget (Article 4) was adopted in the amount of \$159,905,950. This budget represents an increase of \$7,015,724 (4.5% increase) over the Fiscal Year 2015 operating budget of \$152,890,226. Capital Project Fund appropriations (Article 5) were \$2,450,000

Some of the major accomplishments in 2015 are as follows:

- Prepared the Town Manager's Recommended FY-2016 Budget.
- Prepared the Five-Year Capital Improvement Plan for FY-2016 – FY-2020.
- Provided advice and staff support to the Finance Committee.
- Assisted in the preparation of the 2015 Finance Committee Report for the Annual Town Meeting.
- Maintained the AAA bond rating from Standard and Poor's for the Town's long-term bonds issued in June, 2015.

### **ASSESSORS**

The Board of Assessors is responsible for annually valuing all real estate and personal property accounts in the Town, as well as defending all appeals of these taxes. The three-member Board is also responsible for awarding nearly 200 property tax exemptions on an annual basis. Major exemption groups include senior citizens, disabled veterans, widows and widowers and individuals classified as blind.

The Assessors must have the values certified by the Department of Revenue on a triennial basis. This recertification process was completed for Fiscal Year 2015 and is scheduled again for Fiscal Year 2018. The Board is responsible for annually meeting all Massachusetts Department of Revenue guidelines for property tax assessments, reporting of valuations and tax billing.

The Assessor's Division gathers vast amounts of property and ownership related information that is available to the general public. Sales information and online property record cards are available on the Town's website.

### CENTRAL PURCHASING

In 2015, the Purchasing Division processed approximately 4,020 Purchase Orders and 1,561 Requests for Payment for the Town, and 3,662 Purchase Orders and 387 Requests for Payment for the School Department. Approximately 60 Invitations to Bid, Requests for Proposals and Request for Qualification contracts were advertised and officially opened during this period. The continued utilization of statewide contracts, issued by both the Commonwealth's Operational Services Division (OSD) and the Massachusetts Higher Education Consortium (MHEC) available to municipalities across the state helped to provide numerous cost savings and benefits to the taxpayers of Andover.

In the summer of 2015, the Purchasing Division had also began its implementation of the Requisition and Purchase Order Module in MUNIS. Through this module, Purchase Orders are now processed electronically rather than through paper copies, thereby enacting a more streamlined and efficient manner of how the Town encumbers funds for future payments to vendors. Step-by-step instructions were created for staff on how to enter a requisition in MUNIS and subsequently, these staff were trained on how to use the system. The Purchasing Office looks forward to the opportunity in 2016 to finishing its roll out of the Requisition/Purchase Order Module throughout the Town and School District.

Andover initiated and coordinated a number of cooperative bids as well as participated in a number of these bids with other communities. Under Massachusetts General Law, two or more political subdivisions may jointly purchase goods or services through the bidding process. Some of the items purchased were: xerographic paper for copy machines, road salt, fuel oils, and office supplies, equipment and furniture.

Some of the major Request for Proposals and Bids solicited in 2015 were:

- South School Window Replacement
- Acquisition of Real Estate for the Town Yard
- Water Main Improvements
- South School Site Improvements
- Locker Replacements at both the Doherty School and High School
- Crosswalk Reconstruction
- Collins Center Carpet Replacement & Lighting Upgrades
- Installation of Radon Mitigation System (Town Office Building)
- Shawsheen School Modular Building Demolition
- Bancroft Pump Replacement
- Water & Sewer Rate Evaluation Study
- Holt Road Sidewalk Reconstruction
- Ballardvale Fire Station Dormitory Upgrades

- Elevator Service, Testing & Repair
- Exterior Masonry Repairs – Wood Hill & Doherty Middle School
- Design & Construction Administration Services for the Old Town Hall Roof Replacement
- Food Inspectional Services

The Purchasing Division oversees the Massachusetts Interlocal Insurance Association (MIIA) Rewards Program. This program helps to control and reduce losses and provides future savings on the Town's insurance premiums. The Town was recognized again in 2015 for its High Achievement under their Loss Control Program. Participation in the MIIA Rewards Program earned the Town a credit of \$25,077 reducing the Town's insurance premium by that amount.

The Purchasing Division also processed several auto, general, property, casualty and professional liability claims over the course of 2015. As a result of these claims, the Purchasing Division recovered \$99,189.18 for the Town.

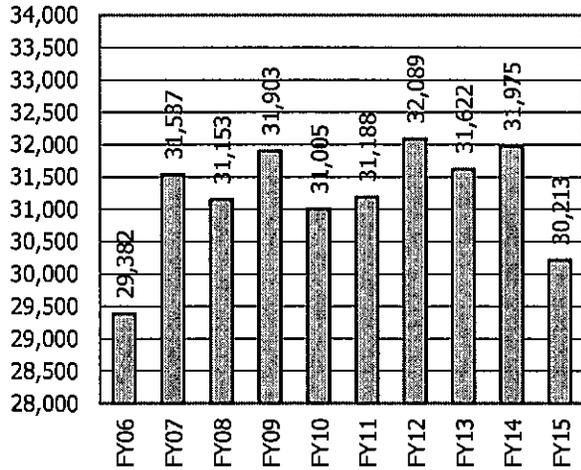
### COLLECTOR/TREASURER

The Collector/Treasurer Division is responsible for the collection, investment and disbursement of all Town monies. Highlights during 2015 are as follows:

- Borrowed \$7,155,000 for 20 years at 2.285% for 13 Town warrant articles for various Town & School Projects. The Town also borrowed \$1,000,000.00 BAN for the Bancroft School project for 1 year at .4489%.
- Assisted in the implementation of procedures to address the remaining property owners who have ignored the Town's multiple requests to gain entry to install the new water/sewer electronic metering device. Also, continue the final billing procedure on the properties to which the Town has finally gained access for the electronic metering devices and performed all necessary reconciliation. We have completed the installation of approximately 99% of the electronic water meters.
- Monitored "On-line" & "Walk-In" credit card payment processing in Community Development & Planning Office for various permit fees that did not exceed \$5,000.00.
- Implemented the "Walk-In" credit card payment processing system for the Fire Services Department and Plant & Facilities Division of Municipal Services offering the residents the ability to pay these fees as "Walk-In" credit card processing.
- Processed 50,000 Real Estate Tax bills, 30,000 MVX tax bills & 22,000 Water/Sewer bills.
- Continued with outstanding customer service in all areas of real estate, excise and water.

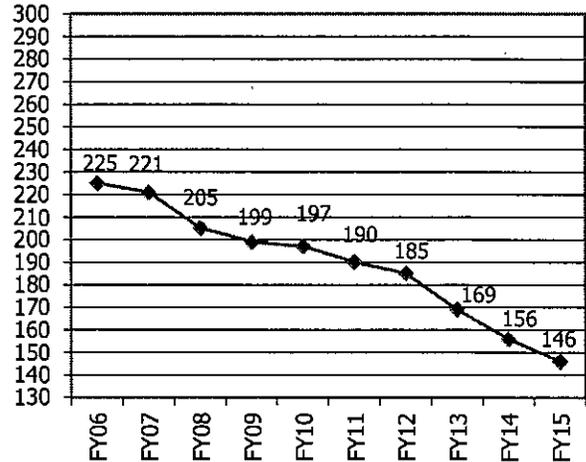
# FINANCE PERFORMANCE STATISTICS

### M.V. EXCISE BILLS



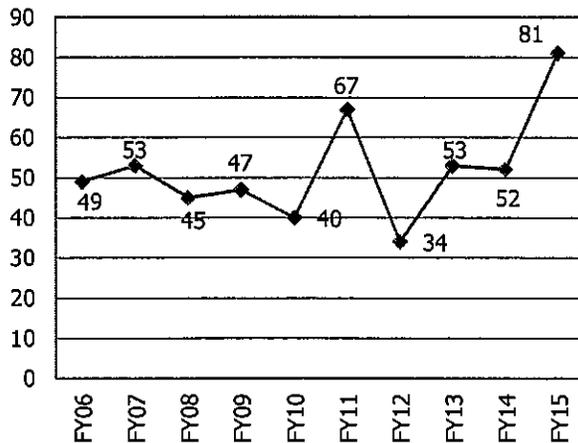
Benchmark (prior 3-yr avg):	31,895
Most Recent:	30,213
Change from Benchmark:	-1,682
Change from Prior Year:	-1,762

### PROP. TAX EXEMPTIONS



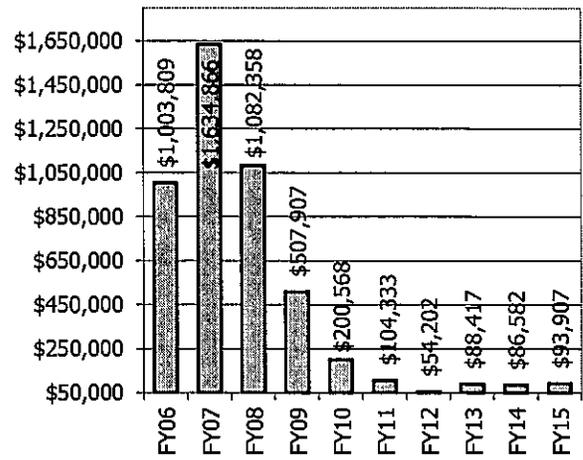
Benchmark (prior 3-yr avg):	170
Most Recent:	146
Change from Benchmark:	-24
Change from Prior Year:	-10

### PROP. & CASUALTY INSUR. CLAIMS



Benchmark (prior 3-yr avg):	46
Most Recent:	81
Change from Benchmark:	+35
Change from Prior Year:	+29

### INVESTMENT INCOME



Benchmark (prior 3-yr avg):	\$76,400
Most Recent:	\$93,907
Change from Benchmark:	+\$17,507
Change from Prior Year:	+\$7,325

# Assessors Annual Report 2015

<b>ANNUAL PROPERTY VALUATIONS</b>						
<b>PROPERTY TYPE</b>	<b>FY2013</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2015</b>
	<b>#ACCTS</b>	<b>VALUE</b>	<b>#ACCTS</b>	<b>VALUE</b>	<b>#ACCTS</b>	<b>VALUE</b>
SINGLE FAMILY	8,572	4,711,359,000	8,582	4,957,731,100	8,593	5,186,307,200
CONDO	1,643	370,089,100	1,686	418,113,900	1,711	467,471,600
MULTI FAMILY	299	238,600,100	295	257,142,300	294	291,645,200
VACANT LAND	492	54,615,100	510	55,353,400	505	56,450,300
OTHER RESIDENCE	20	12,687,200	21	13,780,300	20	13,564,500
COMMERCIAL AND CHAPTER	265	518,190,899	270	558,332,236	270	551,518,313
INDUSTRIAL	138	489,383,300	141	600,935,500	142	602,846,700
MIXED USE	165	208,484,300	156	122,009,200	152	124,760,600
PERSONAL PROPERTY	689	237,117,137	685	246,548,798	662	247,911,769
<b>TOTAL</b>	<b>12,283</b>	<b>6,840,526,136</b>	<b>12,346</b>	<b>7,229,946,734</b>	<b>12,349</b>	<b>7,542,476,182</b>

<b>FISCAL YEAR EXCISE COMMITMENTS</b>			
	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
<b>TOTAL</b>	<b>\$4,978,020</b>	<b>\$5,214,666</b>	<b>\$5,448,134</b>
Number of bills	32,354	31,975	32,310

<b>TAX ABATEMENTS AND EXEMPTIONS</b>						
<b>ANNUAL EXEMPTIONS</b>	<b>FY2013</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2015</b>
	<b>NUMBER</b>	<b>AMOUNT</b>	<b>NUMBER</b>	<b>AMOUNT</b>	<b>NUMBER</b>	<b>AMOUNT</b>
WIDOWS	5	\$1,506	3	\$1,050	2	\$566
VETERANS	111	\$88,230	102	\$86,158	98	\$84,043
BLIND	13	\$11,299	14	\$12,556	16	\$13,430
SENIORS	31	\$52,782	28	\$49,940	21	\$38,290
DEFERRALS	8	\$32,931	8	\$34,440	8	\$35,399
HARDSHIPS	1	\$685	1	\$554	1	\$662
<b>TOTALS</b>	<b>169</b>	<b>\$187,433</b>	<b>156</b>	<b>\$184,698</b>	<b>146</b>	<b>\$172,390</b>
<b>ANNUAL ABATEMENTS</b>						
	<b>FY2013</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2015</b>
<b>ANNUAL ABATEMENTS</b>	<b>NUMBER</b>	<b>TAX AMOUNT</b>	<b>NUMBER</b>	<b>TAX AMOUNT</b>	<b>NUMBER</b>	<b>TAX AMOUNT</b>
RESIDENTIAL	33	\$37,965	34	\$25,290	43	\$26,395
SENIOR VOUCHER	244	\$164,700	247	\$166,725	187	\$169,109
COMM/IND	8	\$78,119	13	\$192,505	19	\$359,890
PERSONAL PROPERTY	16	\$12,971	4	\$99,092	2	\$4,308
<b>TOTALS</b>	<b>301</b>	<b>\$293,754</b>	<b>298</b>	<b>\$483,612</b>	<b>251</b>	<b>\$559,702</b>

## TOWN CLERK

*The mission of the Town Clerk's Office is to uphold the integrity of the Town's democratic process, to maintain and preserve public records and to act in the best interest of the community and the State by providing innovative, efficient, quality service.*

The Town Clerk's office coordinated the Annual Town Election on March 24<sup>th</sup>. Overall, the office processed a total of 1,236 new voter registrations in 2015. The Town Clerk's Office also coordinated the Annual Town Meeting which met for three nights, May 4<sup>th</sup>, 5<sup>th</sup> and 11<sup>th</sup>.

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

## TOWN CENSUS

In January, the Town Census was mailed to 13,044 households. The Town's population at the completion of the Census was 31,617.

## VOTER TURNOUT

The year ended with 22,685 registered voters (19,596 Active and 3,089 Inactive) in Andover's nine precincts and two sub-precincts as follows:

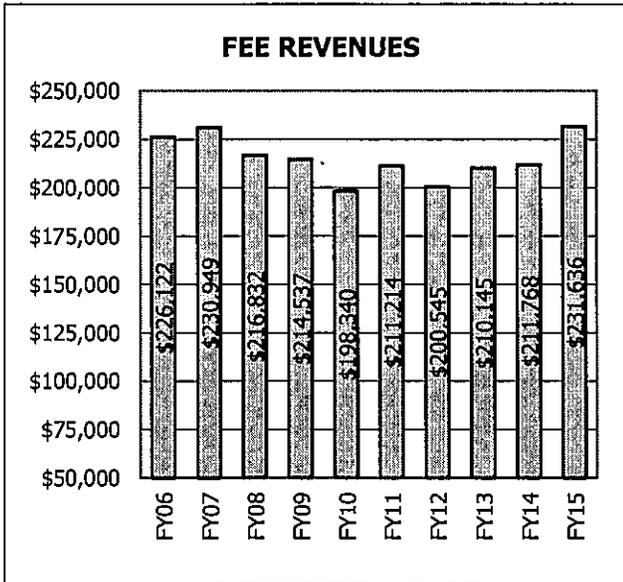
Precinct 1 –	1,994	Precinct 2 –	2,883	Precinct 3 –	2,570
Precinct 4 –	2,594	Precinct 5 –	2,604	Precinct 6 –	2,491
Precinct 7 –	1,993	Sub-precinct 7A –	558	Precinct 8 –	2,433
Precinct 9 –	2,548	Sub-precinct 9A –	17		

<u>Elections/Town Meetings</u>	<u>Date</u>	<u>No. Voted</u>	<u>% of All Voters</u>
Annual Town Election	March 24 <sup>th</sup>	3,476	15.5%
Annual Town Meeting	May 4 <sup>th</sup>	843*	3.8%

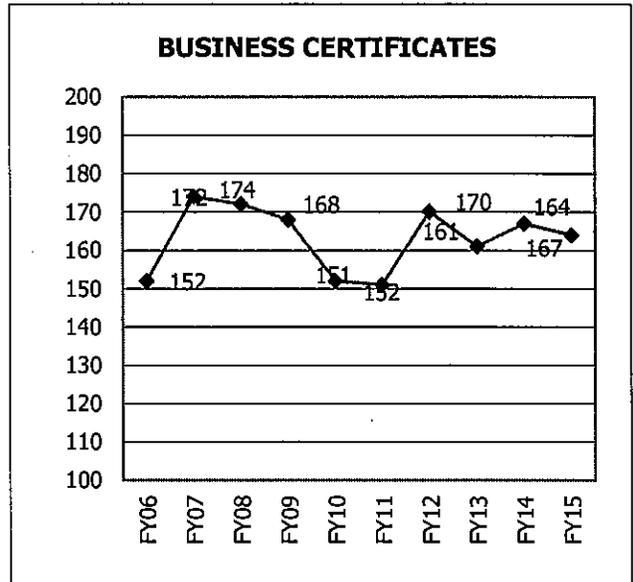
\* First Night Attendance

<u>RECORDINGS</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Births Recorded	239	265	249
Marriages Recorded	134	103	133
Deaths Recorded	255	278	303
Dog Licenses Sold	2,468	2,377	2,405
Business Certificates - New	93	111	98
Business Certificates - Renewals	75	61	73
New Voter Registrations	869	1,330	1,236
<u>REVENUES</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Marriage Licenses	3,300.00	2,675.00	3,700.00
Certified Copies	20,120.00	19,940.00	21,330.00
Miscellaneous Licenses Income	14,095.00	13,382.00	13,810.00
Liquor Licenses Income	132,650.00	135,175.00	138,800.00
Business Certificate Filings	4,876.50	5,220.00	5,249.50
Miscellaneous Income	5,048.81	3,468.00	1,653.00
Dog Licenses	34,354.00	35,506.00	30,560.00
Non Criminal Violations	3,950.00	1,475.00	720.00
TOTAL	\$218,394.31	\$216,841.00	\$215,822.50

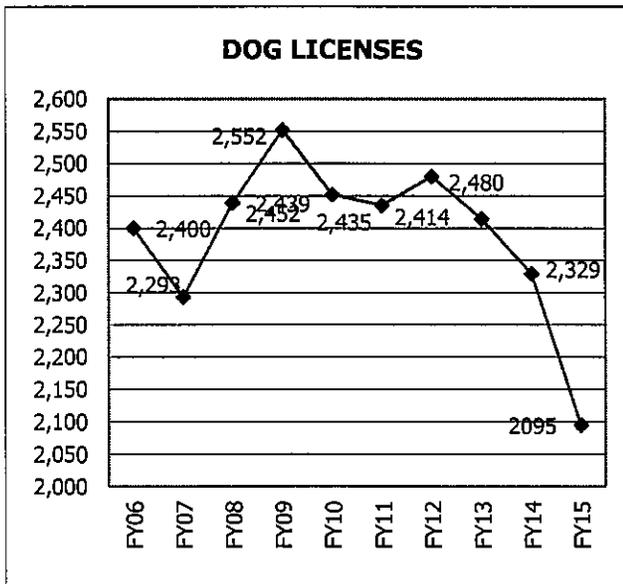
# TOWN CLERK PERFORMANCE STATISTICS



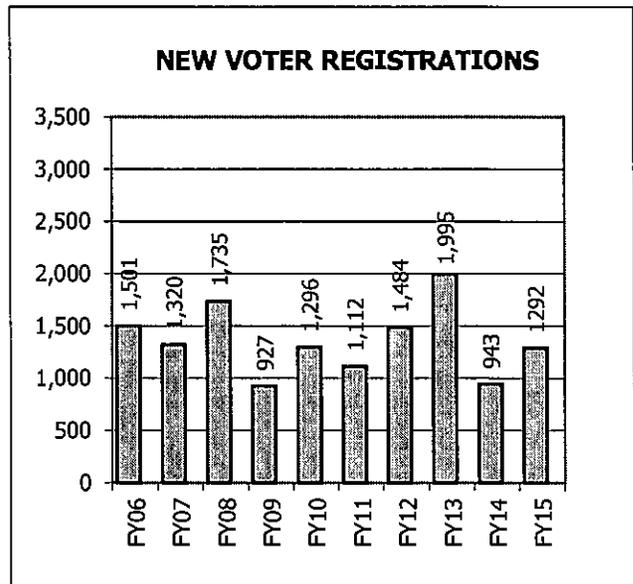
Benchmark (prior 3-yr avg):	\$207,486
Most Recent:	\$231,636
Change from Benchmark:	+\$24,150
Change from Prior Year:	+\$19,958



Benchmark (prior 3-yr avg):	166
Most Recent:	164
Change from Benchmark:	-2
Change from Prior Year:	-3



Benchmark (prior 3-yr avg):	2,408
Most Recent:	2,095
Change from Benchmark:	-313
Change from Prior Year:	-234



Benchmark (prior 3-yr avg):	1,474
Most Recent:	1,292
Change from Benchmark:	-182
Change from Prior Year:	+349

## TOWN COUNSEL

During 2015, Town Counsel made numerous appearances before various State Courts. Formal legal opinions were researched and rendered to Town officials. Court challenges to decisions by the Town's boards and commissions were defended by Town Counsel.

Town Counsel had conferences with the Town Manager and other Town officials on almost a daily basis.

Town Counsel reviewed all warrant articles, drafted many of them, and attended all Town Meetings. Advice was given to Town officials and to Town Meeting on the legal basis for warrant articles.

Town Counsel attended meetings of various Town Boards and Commissions which held hearings on various requests from applicants.

Bid protests filed at the Attorney General's Office were handled.

During the period covered by this report, contracts were drawn and reviewed and numerous deeds, easements, land use restrictions, releases and agreements were drafted and recorded.

Town Counsel represented the Planning Board in Land Court and Appeals Court litigation related to proposed construction of a residence on Reynolds Street.

Town Counsel represented the Town in Housing Court and Land Court actions which resulted in the removal of occupants from property on Dufton Road which was occupied in violation of the zoning bylaw.

Advice was given to the Selectmen on first refusal rights to property for sale on South Street.

Town Counsel provided responses to the Attorney General's Office regarding inquiries about handicap accessibility.

Town Counsel represented the Town in a lawsuit regarding alleged improper inspection of property on South Main Street, with the case being dismissed.

An agreement was negotiated for a Net Metering Contract in an attempt to reduce the Town's utility costs.

Town Counsel represented the Planning Board in two Land Court proceedings which challenged approvals of elderly housing on Elm Street and Lowell Street.

Advice was given regarding the state's conflict of interest law and open meeting law. Responses to public records requests were prepared.

Drafts of Intermunicipal Agreements with Tewksbury were prepared.

Special Labor Counsel advised the Town Manager and Board of Selectmen on the negotiation and drafting of bargaining agreements with employees and with personnel issues.

Special Litigation Counsel provided services related to an appeal of the Zoning Board of Appeals' approval of a comprehensive permit under General Laws Chapter 40B for an affordable housing project on Shattuck Road.

## **HUMAN RESOURCES DEPARTMENT**

*The Human Resources Department is a shared resource between the Town and School. Our mission is to serve employees and citizens of the Town in a manner that reflects the Town's core values and diverse culture. Specifically, we seek to promote fairness, honesty and equal opportunity for all. We are steadfast in our commitment to develop a safe and healthy workplace that facilitates and promotes a positive work ethic, open communication and professional and personal growth for all employees. Our core services include staff recruitment; compensation and benefits management; staff training and development; employee relations; and human resource information management.*

Ensuring the safety and security of our students and staff is a paramount responsibility for the human resources staff. This year, over 1,000 school department employees and volunteers were reviewed by the Criminal History Records Board in Massachusetts (CORI.) State law requires that employees and volunteers who work with students have their in-state criminal records reviewed every three years. In addition, we are approximately halfway through the process of having these same employees be cleared through the national F.B.I. fingerprint database. Our State Legislature enacted "An Act Relative to Background Checks" in order to allow all school departments access to national criminal records at the time of hire.

Containing the impact of the cost of health insurance on the operating budget continues to be a focus of both town and school officials. Last year, facing the prospects of a double-digit increase from its insurance carrier, the Town opted to self-insure, working directly with Blue Cross Blue Shield to process claims. Management and unions strongly supported this decision, along with adoption of a high-deductible-plan design change. For employees and retirees, this change represented the eighth adoption of cost-shifting plan modifications since 2008. Human Resources staff is heavily involved in the implementation of these changes.

As with employers all over the country, the Town of Andover is also in the process of complying with the Affordable Care Act. This effort involved working with town and school managers, accountants and payroll coordinators to collect, prepare and report individual employment and health insurance data in order to issue federally mandated tax forms to employees. Currently, the HR department is in the process of collecting data with respect to part-time employees to assess their eligibility for health insurance. This situation is being monitored very carefully to accurately assess the eligibility of those who might qualify under the federal law.

Recruitment and hiring continue to be challenging activities due to the aging and retirement of the "boomers" (those born between 1946 and 1964) and will continue to be so for many years to come. Human Resources hired 248 new employees last year: 190 school employees and 58 town employees. Not all of these new hires are for full-time permanent positions. We hire many temporary and seasonal persons, such as youth services assistants, camp counselors and substitute teachers. Of the new hires for the community, three were senior managers: Andrew Flanagan, Town Manager; Dr. Sheldon Berman, Superintendent of Schools; and Philip Conrad, Andover High School Principal.

Finally, we continue to explore ways to improve our data collection through MUNIS and other software programs. Progress is slow, but given the fiscal restraints and multiple demands for technological assistance, we are making reasonable headway. For example, Human Resources staff completed a massive data cleanup of MUNIS this year and is preparing to transition to a more robust applicant tracking system.

## POLICE DEPARTMENT

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

### VALUES STATEMENT

Every member of our organization shall be devoted to providing the highest quality of public service with integrity, respect, fairness, compassion and courage. We are committed to treating the public with respect, dignity and fairness to serve as role models within the community. We encourage citizen and police collaborations and relationships to improve our community's safety and security.

### OPERATIONS DIVISION

The Police Department handled 28,825 incidents in 2015 – a 2.0% increase from 2014. There were 404 adult arrests (5.0% increase), 304 larcenies (26.0% increase) and 47 burglaries (34.0% increase). The Department also responded to 51 calls of domestic abuse – a 19.0% increase over last year.

The Department issued 5,817 motor vehicle citations during the year - a 2.0% increase from 2014. There were 903 motor vehicle accidents handled by the Department - a 2.0% increase.

The Police Department continued to work closely with other town departments, state and federal agencies and the community throughout the year. The Department continued its partnership with the residents at the Andover Housing Authority and the New Horizons for Youth Program, which is funded within the Department budget. The Department continues with its Prescription Drug dropbox located in the Andover Police lobby. This allows residents to discard expired and unneeded medications safely. The Department also hosted two "Take Back Days" where we worked with the community and took back unused medication on two separate Saturdays. In total the Department has taken back in excess of 500 lbs. of unused medications. The Department continues to train and carry the opiate-antagonist drug NARCAN.

The Department continues to have great success with School Resource Officers assigned to both the Andover High School and the Greater Lawrence Technical High School. Funding for the Technical School position is subsidized by the school itself. This partnership between the Police Department and the School Departments has been a great success for the community. The Department worked with public and private school departments and Northeastern Massachusetts Law Enforcement Council (NMLEC) School Threat Assessment and Response System (STARS) to implement the Alert, Lockdown, Inform, Counter, Evacuate (A.L.I.C.E.) school safety program and continues training with both public and private schools in the community.

The Department also participated in numerous events including the Holiday and Memorial Day Parades, the Fourth of July celebration, Safety Saturday, Andover Day, the Feaster Five Road Race on Thanksgiving Day, as well as numerous road races held throughout the year.

The Department is involved in numerous regional initiatives and is an active member in the Northeastern Massachusetts Law Enforcement Council (NEMLEC) which is a consortium of sixty-one police agencies and two sheriff departments. We have Officers within the Department that are members of the NEMLEC Regional Response Team, Motor Cycle Unit, K-9 Team and SWAT. We also participate in the Boston Area Police Radio Network (BAPERN) which allows for interoperable radio communications with other agencies as well as collective purchases for public safety equipment.

The Department also hired one full-time Police Officer, filling a vacancy from a retirement. The new Officer enrolled at the Academy on December 7, 2015. He is projected to complete his studies at the Academy in June, 2016. The Department also appointed five Reserve Officers.

### DETECTIVE DIVISION

The Detective Division is responsible for the followup of investigations conducted by the agency. The Division also maintains close relationships with other local, state and federal investigators. They are tasked with staying current on techniques and tactics of criminal activity whether it is individual, gang or regional crime. The Detective Division also oversees the Substance Abuse Unit. This unit was created in response to the community's request for the Police Department to take a more active role in combating the problem of drugs and alcohol. The SAU made 118 arrests in which 109 were opiate-related narcotics. The Division also has one investigator assigned as a Juvenile Officer. The Juvenile Officer works closely with the school administration, school resource officers and courts in processing juvenile cases.

The Detective Division continued to be actively involved in follow-up investigations throughout the year. They responded to 1,262 calls for service and took over 2,332 photos of crime scenes. The Division was instrumental in solving and identifying the perpetrators of numerous serious crimes as well as following the cases through the judicial system. The Detective Division followed up and investigated robberies, burglaries, sexual assaults and larcenies and cold cases from previous years. The Division seized nearly \$22,000 in cash and motor vehicles. The Division also investigates internet criminal activity. Internet crime has quickly become the instrument of choice for many criminals due to its difficulty to investigate.

## SUPPORT SERVICES DIVISION

### COMMUNICATIONS CENTER

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

### RECORDS SECTION

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

The Police Department received grant funds during 2015. These grants allow the Department to serve the community by providing funding for personnel and other resources. Training and emergency preparedness represented the bulk of the grant funding. Highway Safety grants allowed for extra patrols and selective enforcement around high accident locations. E-911 grants allowed the Department to train and maintain certification for all dispatchers and allowed the Communications Center to be retrofitted with new furniture and equipment.

### COURT AND EVIDENCE

The Court Section processed a total of 419 arrests and 407 summonses. This included tracking all Police Department cases from inception to disposition and coordinating officers' appearances in court. This tracking of evidence also included pieces of property that needed to be analyzed through the State Lab and/or destroyed or issued back to owner. The Section also processes the 450 lbs. of prescription drugs that get placed in the dropbox monthly and collected on scheduled "Take Back Days." In addition, this section assists in tracking District Court cases for other town departments such as the Health Division, Building Division, etc.

### ANIMAL CONTROL

The Animal Control Officer answered 918 calls for service and received and returned 2,186 phone calls in 2015. He responded to 257 dog complaints and impounded 46 dogs. He also removed 211 deceased animals. In addition to these removed animals, there were 58 deer struck and killed by motor vehicles in town. The Animal Control Officer also inspected 92 animal kennels, barns and paddocks in the town as part of his role as the Town's Animal Inspector.

## EMERGENCY MANAGEMENT

The Town's Emergency Management is directed by the Chief of Police and serves as the local link to the Federal and State Emergency Management Agencies (FEMA/MEMA), the Department of Homeland Security and the FBI's Joint Terrorism Task Force. It also includes a network of HAM radio operators that are on standby should the need arise for auxiliary radio services. A Citizen Emergency Response Team (CERT) has also been established and is providing residents with training and equipment that will allow them to be better prepared in times of crisis.

The Chief of Police is the Town's Liaison to the Regional Local Emergency Planning Committee (LEPC) and is responsible for coordinating the town's response to any hazardous materials incident.

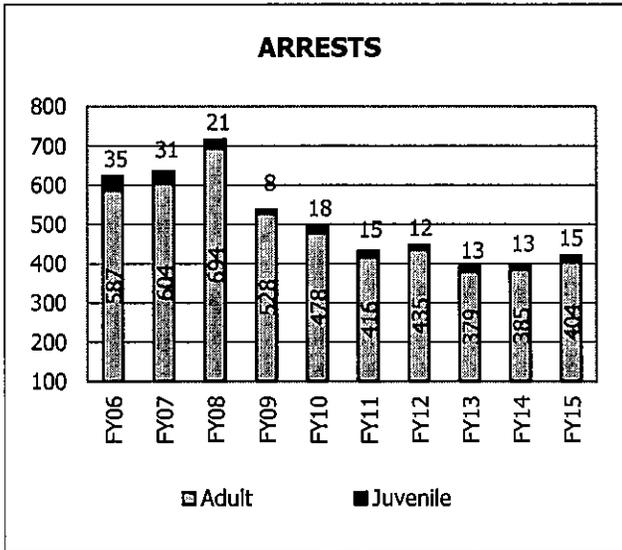
The Chief of Police (EMD) also works closely with other Departments within the town to ensure that personnel are trained on current emergency trends, techniques and procedures. The members meet regularly during the Town's Emergency Working Group Meetings. This group was also instrumental in the solicitation, investigation and funding of the new Community Emergency Notification System CODE RED. The new system is web-based and allows Departments to notify residents of emergencies or public safety issues in their neighborhoods or town-wide. Residents can be notified via land line, cell phone, email or text.

The Auxiliary Police assisted the regular officers of the Police Department many times throughout the year. They are particularly active during the holidays and on Halloween. They are a very dedicated group of volunteers and the town is fortunate to have their services as a resource.

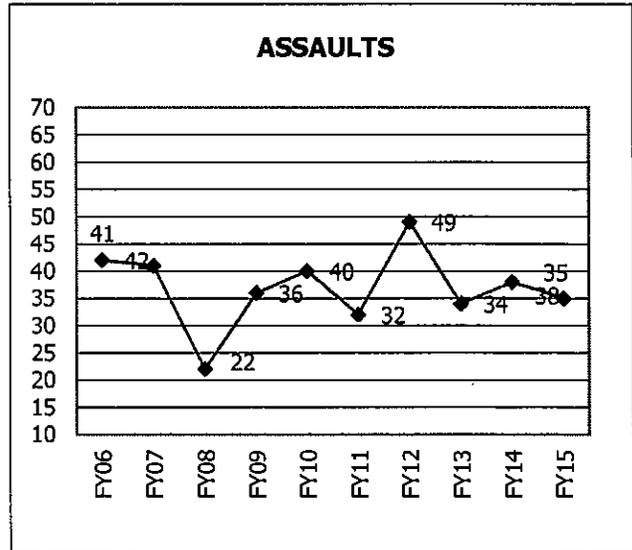
## TRIAD – CRIME PREVENTION PARTNERSHIP/SENIOR CITIZEN LIAISON

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

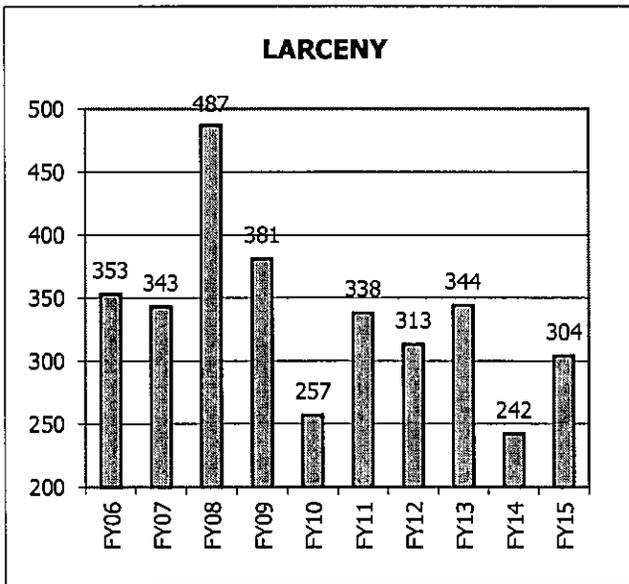
# POLICE PERFORMANCE STATISTICS



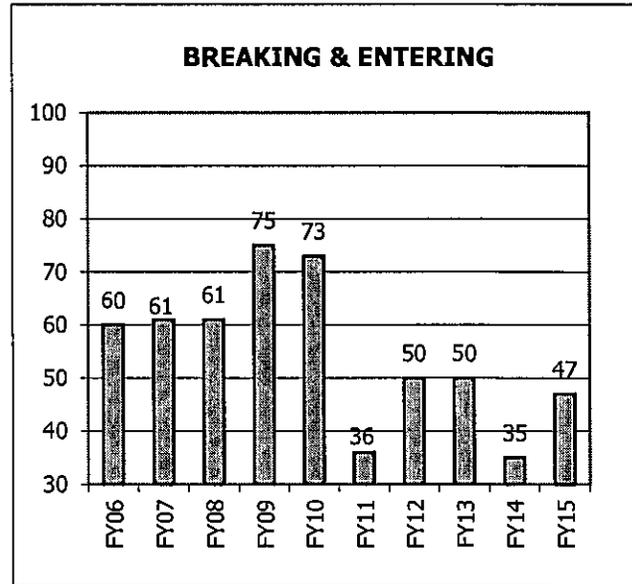
Benchmark - Adult (prior 3-yr avg):	400
Most Recent:	404
Change from Benchmark:	4
Change from Prior Year:	19



Benchmark (prior 3-yr avg):	40
Most Recent:	35
Change from Benchmark:	-5
Change from Prior Year:	-3



Benchmark (prior 3-yr avg):	300
Most Recent:	304
Change from Benchmark:	4
Change from Prior Year:	62



Benchmark (prior 3-yr avg):	45
Most Recent:	47
Change from Benchmark:	2
Change from Prior Year:	12

## FIRE RESCUE

*The mission of Andover Fire Rescue is to serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies. The organization provides professional services such as fire suppression, emergency medical services, technical rescue and hazardous materials response. Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs. We are dedicated to assisting those in need regardless of the severity of the problem.*

### VALUES 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.

### FIRE RESCUE and EMS OPERATIONS

There are two basic subdivisions within the Operations Division of Andover Fire Rescue: Fire Rescue and Emergency Medical Services.

The Operations Division operates with four shifts led by a Deputy Fire Chief who is responsible for the oversight of all activities on a particular shift. Those responsibilities range from incident management to customer service with an end result that ensures we have the necessary resources to mitigate any situation safely and effectively.

The Operations Division has the primary responsibility for responding to emergency and non-emergent calls for assistance from the public. Services provided include combating all types of fires, emergency medical care to the sick and injured, containment and mitigation of the effects of leaks and spills of hazardous materials, rescuing those who are physically trapped in such situations as motor vehicle accidents, industrial accidents or collapsed structures, rescuing persons caught in swift or moving water, ice rescues, mitigating the hazards associated from downed power lines or natural gas leaks and providing aid in situations where those in the community need special assistance such as lock out/in situations or animal rescues.

In addition, all of the men and women of Andover Fire Rescue participate in presenting public fire safety and emergency preparedness educational programs to the general public, safety and code inspections, maintaining equipment, apparatus, facilities and participate in training.

Andover Fire Rescue operates from three fire stations with three EMT Engine Companies, one EMT Ladder Company and two Basic Life Support (BLS) ambulances providing 24/7 coverage. The fire stations are located on North Main Street, Greenwood Road and at the intersection of Clark Road and Andover Street.

Several specialized pieces of equipment (such as boats, hazardous materials response trailers and a trench rescue trailer) are located throughout the community and staffed on an "as needed" basis by personnel normally assigned to the engine and/or ladder companies.

Andover Fire Rescue currently has four (4) personnel who are also members of the Northeastern Massachusetts Technical Rescue Team that respond to specialized technical rescues throughout Essex and Middlesex counties. These members train monthly as a team to hone the specialized skill sets required to assist in the mitigation of these incidents.

Andover Fire Rescue has one reserve engine, one reserve ladder and two reserve ambulances among its fleet. The purpose for the reserve apparatus is to ensure that the town is appropriately protected when “front line” apparatus is out of service for repairs or preventative maintenance. Additionally, the reserve apparatus can be placed in service with “call back” personnel to maintain service levels within the community during large scale events. Having the reserve apparatus also allows the organization to maintain the Insurance Services Office (ISO) Class 3 rating.

The Department is comprised of sixty-nine (69) personnel including four (4) Deputy Chiefs, thirteen (13) Lieutenants and fifty-two (52) firefighters. Suppression personnel work a 24-hour schedule with one of the four group’s on-duty each day.

In addition to his/her daily management duties, each of the four Deputy Chiefs have additional duties assigned to key operational services within the organization such as training, Emergency Medical Services, communications and apparatus maintenance.

### FIRE RESCUE and EMS RESOURCES

Andover Fire Rescue has three fire stations – each has one or more staffed companies as well as specialized and/or reserve equipment.

- Station 1, Central Station – 32 North Main Street (downtown area)
  - ~ Staffed companies: Engine Company, Ladder Company, ambulance, Deputy Chief’s Car 2, Fire Prevention Officer’s Car 3.
  - ~ Specialized apparatus: 1 rescue boat, trench rescue trailer, Hazardous Materials Response trailer, Forestry unit, and an air support vehicle.
  - ~ Reserve apparatus: Engine, Tower ladder, 1 ambulance, 1 staff vehicle
  
- Station 2, Ballardvale Station – Clark Road and Andover Street
  - ~ Staffed company: Engine Company
  - ~ Specialized apparatus: 1 Rescue boat
  
- Station 3, West Station – Greenwood Road (West Andover area)
  - ~ Staffed companies: Engine Company, ambulance
  - ~ Specialized apparatus: 1 rescue boat, forestry unit, fire alarm bucket truck
  - ~ Reserve apparatus: 1 ambulance

Each of the four shifts consists of a maximum of seventeen positions with a minimum daily staffing level of fifteen Firefighter/EMT's and Command staff.

- Command Staff: One Deputy Chief
- Engine Companies: One Lieutenant, one driver/operator and one firefighter
- Ladder Company: One driver/operator
- Ambulance: Two Emergency Medical Technicians

Andover Fire Rescue currently has Memorandums of Understanding (MOUs) with several communities to provide mutual aid, automatic mutual aid and other response needs in the event that the on-duty resources are overwhelmed by an incident. These agreements contain the provision of service by Andover Fire Rescue to other communities in return for service to the community of Andover when needed.

### FIRE PREVENTION

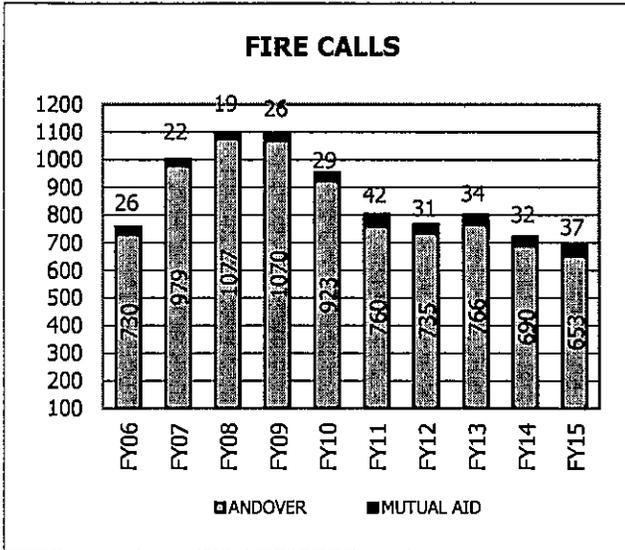
The following five primary objectives measure the success of the work done by the Fire Prevention Office:

- Reduce fire loss and injuries through the administration of risk-based community education programs.
- Manage risk associated with fire and environmental emergencies through successful implementation to engineering, inspection, code compliance and hazardous materials management.
- Ensure citizens can escape a fire safely, that suppression forces have the means to control a fire with minimal risk of injury and that damages to physical resources are minimized in an emergency through proactive prevention efforts in new and existing buildings.
- Investigate fire and hazardous materials incidents to understand causes and effects and apply lessons learned to improving our community's safety programs.
- Ensure that the department is meeting the service demands of the community and providing excellent customer service. We strive to meet the interests of our fire prevention responsibility while attempting to meet the interests of the residents.

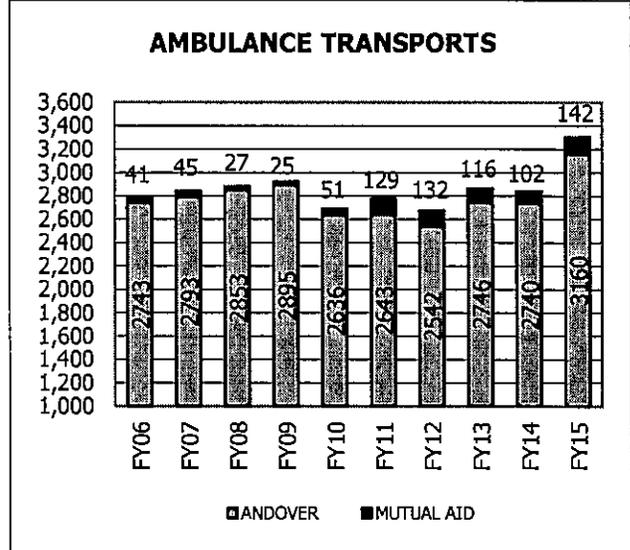
The Fire Prevention Officer also supports the Incident Commander at all escalating fire and rescue incidents by fulfilling the staff function of the Safety Officer. The Fire Prevention Officer responds directly to the scene to coordinate and address any safety and personnel accountability concerns that may arise during the mitigation of the incident.

The Department annually inspects dwellings with three or more units, schools, theaters and all public, municipal, commercial and industrial occupancies. All nursing homes, assisted living facilities, hospitals, infirmaries and inn holders are inspected on a quarterly basis. Fire drills are conducted at each public and private school quarterly and public sector training is conducted per their request. Facilities requiring assistance in developing evacuation plans are also afforded the guidance necessary in preparing the plans. All necessary state and local permits for storage of flammables, installation of oil burners, fireworks and pyrotechnic displays, storage of gunpowder or blasting agents and the daily blasting or open burning permits are issued by Andover Fire Rescue.

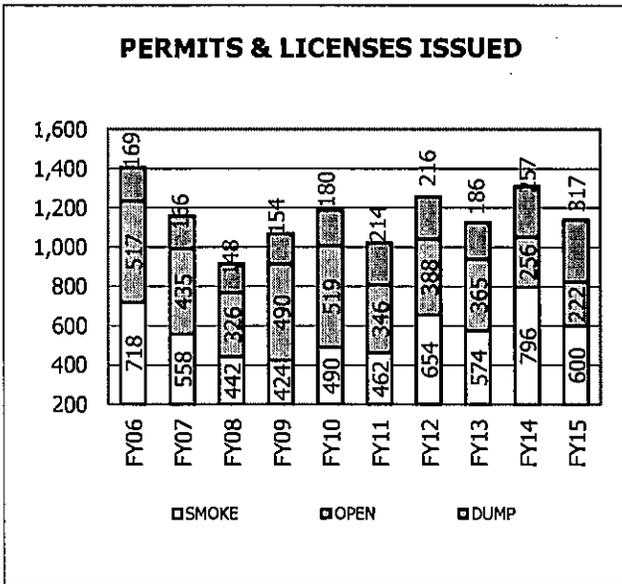
# FIRE PERFORMANCE STATISTICS



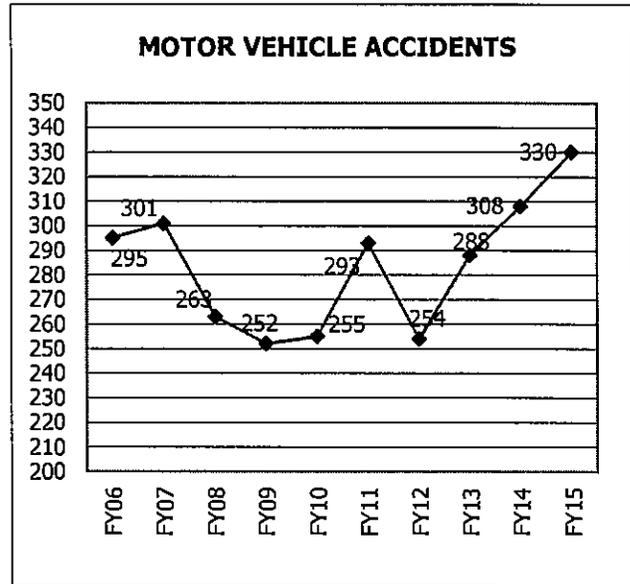
Benchmark - Andover (prior 3-yr avg):	730
Most Recent:	653
Change from Benchmark:	-77
Change from Prior Year:	+37



Benchmark - Andover (prior 3-yr avg):	2676
Most Recent:	3160
Change from Benchmark:	+484
Change from Prior Year:	+420



Benchmark - Total (prior 3-yr avg):	1231
Most Recent:	1139
Change from Benchmark:	-92
Change from Prior Year:	-170



Benchmark (prior 3-yr avg):	283
Most Recent:	330
Change from Benchmark:	+47
Change from Prior Year:	+22

## **MUNICIPAL SERVICES DEPARTMENT**

### **PLANT & FACILITIES DIVISION**

*The mission of the Municipal Services Department Plant & Facilities Division is to provide a responsive, well-planned and cost-effective maintenance operation and capital improvement program for all Town and School buildings, vehicle maintenance and other areas within its responsibility.*

The Plant & Facilities Division provides scheduled and non-routine maintenance services to all Town and School buildings (over 1.35 million square feet) and vehicle operations. Additionally, the Division is responsible for the following:

- Implementation of all major buildings and grounds capital projects, including new building construction projects and driveway and parking area improvements.
- Town and School building and field rental functions.
- The Town's fuel depot.
- Administrative support to Spring Grove Cemetery operations.
- Compliance with environmental, health and safety regulations.
- Custodial services to all Town buildings.
- Town-owned traffic and streetlights.
- Building security.
- Administrative support to Bald Hill Compost site operations.
- Development and project management of energy conservation projects.

### **ADMINISTRATION**

The Division is managed by a Deputy Director who is supported by one Superintendent, an Executive Secretary, a Construction Project Manager, a Manager of Energy and Utilities, a Mechanical Engineer, a Work Control Center Coordinator, two part-time Accounts Payable Clerks, a Facilities Services Coordinator and a diverse group of skilled and semi-skilled Maintenance Tradespersons, Vehicle Mechanics and Custodians.

### **ADMINISTRATION ACCOMPLISHMENTS/HIGHLIGHTS**

- Construction of the new Bancroft Elementary School continued. The project received substantial completion in August, 2014. Final site work finished in the Spring of 2015.
- The Andover Youth Center construction started in June, 2014 and received substantial completion in October, 2015.
- Continued assistance to the IT Department with the installation of projectors, SmartBoards, VOIP and wireless routers in all schools (ongoing project).
- More than 100 projects were completed at multiple Town and School buildings and sites.
- Administrative support to the Bald Hill Compost Site Permit Program, which resulted in \$16,039 revenue from Permit Sales in 2015. The sale of three-year permits began in 2014 and resulted in a reduction of single year permit sales in 2015.

- Energy Management: The Manager of Energy and Utilities position is responsible for the development and project management of energy conservation projects and the pursuit of energy grants and utility incentives. In addition, the Manager of Energy and Utilities negotiates utility supply contracts, investigates new energy savings technologies, implements energy saving measures, and tracks and forecasts utility usage and costs for town and schools.

**BUILDING MAINTENANCE AND MECHANICAL/ELECTRICAL DIVISIONS**

The Building Maintenance and Mechanical/Electrical Divisions are supervised by two Working Foremen, who work under the direction of the Deputy Director/Superintendent of Buildings. The staff members of these two divisions provide all maintenance services including electrical, mechanical, plumbing, carpentry, painting and security to all Town and School buildings. The two Working Foremen also function as Project Managers on a variety of Town and School capital improvement projects. Additionally, these divisions provide mail delivery to all buildings and maintain traffic signals and Town-owned street light poles.

	<u>2013</u>	<u>2014</u>	<u>2015</u>
School Labor Hours	24,145	22,797	19,745
School – Total Labor & Material Cost	\$1,532,410	\$1,353,611	\$1,406,044
Town Labor Hours	8,311	9,838	10,277
Town – Total Labor & Material Costs	\$795,468	\$808,283	\$1,236,808

**BUILDING MAINTENANCE AND MECHANICAL/ELECTRICAL ACCOMPLISHMENTS**

In 2015, staff members of these two divisions closed more than 3,090 work orders for scheduled, routine maintenance and repair work in addition to the projects listed below.

**ANDOVER HIGH SCHOOL/COLLINS CENTER**

- Divided Room 375 into two special education classrooms
- Installed new sound panels in 12 classrooms
- Made repairs to the building envelope
- Installed new rubber stair treads in the lobby of the Field House
- Relocated the serving line in the kitchen
- Built press boxes and dugouts at the Aumais Baseball field
- Installed Variable Frequency Drives at the Field House (phase 2 of 2)
- Replaced and/or painted Lockers in the Dunn Gym Locker Room
- Upgraded electrical systems in the Library
- Completed a school-wide water saving project
- Retrofitted the hallway lighting with smart LED lighting
- Installed new exterior LED wall pack lighting
- Constructed a new Loading Dock in the rear receiving area
- Replaced two heat exchange pumps in the science wing
- Installed three new menu monitors in the Café
- Repaired the stairway outside the Café
- Installed new flooring in the Main Office

- Installed new lighting at the Band practice field
- Installed new roadway lighting along Lovely Field
- Installed carpet safety striping in the Collins Center auditorium
- Completed the carpeting and lighting project in the Collins Center auditorium
- Completed emergency safety repairs to the exterior façade at the Collins Center

#### BANCROFT ELEMENTARY SCHOOL

- Completed punch list items from the new school construction project
- Installed new benches on the playground
- Installed security visions in 11 classroom doors
- Installed a new Data Acquisition System
- Repaired the flag pole at the main entrance
- Added electric lighting and an outlet to the new storage shed
- Installed 9 hoods on existing catch basins
- Installed a curb cut and a gate to the basketball court for event parking

#### DOHERTY MIDDLE SCHOOL

- Replaced partitions in four restrooms
- Removed existing bench seat in the Guidance Department Conference Room
- Replaced window shades in the Library and four Classrooms
- Replaced the carpeting in the classroom loft area
- Replaced the boiler circulator pumps
- Installed wiring for the ballfield scoreboard and irrigation system at the Playstead

#### HIGH PLAIN ELEMENTARY and WOOD HILL MIDDLE SCHOOLS

- Installed a new access controller and additional card access door at High Plain
- Replaced window shades in the upper level windows
- Installed a new access door in the rear of the Wood Hill gym
- Installed a new trash compactor and a new recycling compactor
- Poured a new concrete foundation pad for the new compactors
- Repaired sidewalks on the school campus
- Installed new basketball backboards
- Installed new fence at the turf area
- Removed carpeting and replaced it with VCT in room E-154
- Installed temporary air-conditioning in High Plain Room E233

#### SANBORN ELEMENTARY SCHOOL

- Installed a new water meter for the irrigation system
- Installed new carpet in the Music Room
- Installed a new roof top unit above the library
- Installed demand control ventilation and CO<sup>2</sup> sensors in all classrooms

#### SHAWSHEEN ELEMENTARY SCHOOL

- Completed the Wireless installation project
- Upgraded the Energy Management System equipment
- Repaired and sealed the Exterior masonry
- Installed playground safety mulch
- Demolished and removed the modular building

#### SOUTH ELEMENTARY SCHOOL

- Repaved the playground
- Installed a new rear access driveway for parent pickup
- Installed new windows in the gym
- Retrofitted the stage lighting with LED lighting

#### WEST ELEMENTARY SCHOOL

- Recarpeted the Main Office
- Installed sound panels in classrooms D5 and D6

#### WEST MIDDLE SCHOOL

- Installed the first of two new high efficiency condensing boilers
- Installed a new boiler circulator pump
- Installed a new water heater in the basement
- Modified the hot water system piping
- Removed an oil tank that was no longer in use
- Installed VCT flooring in the MCAS closet
- Installed rubber floor tiles in the front hallway

#### ALL SCHOOLS

- Completed the wireless router installation project
- Refinished all gymnasium floors

#### BALLARDVALE FIRE STATION

- Repaired the dorm ceiling

#### BALLARDVALE PLAYGROUND

- Completed a redesign and renovation of the Ballardvale Playground

#### BLANCHARD STREET FIELDS

- Constructed a new Snack Shack
- Installed a new safety Call Box

#### THE CENTER AT PUNCHARD

- Sanded and refinished the hardwood dance floor
- Installed new benches at the new courtyard patio
- Completed sidewalk repairs
- Repaired the columns at the main entrance
- Installed new shades in the activity rooms
- Installed a new storage closet in the Café
- Installed a radon mitigation system

### MEMORIAL HALL LIBRARY

- Performed Retro Commissioning
- Retrofitted the Children's Room with new LED lighting
- Performed landscape maintenance
- Installed new boiler circulator pumps
- Modified the hot water system piping
- Re-keyed all doors in the building

### PENGUIN PARK

- Replaced equipment at the playground

### PUBLIC SAFETY BUILDING

- Completed repairs to curbing and sidewalks
- Replaced the drain in the rear lot for the wash bay
- Retrofitted six interior lighting fixtures with LED technology to assess efficiencies
- Updated exterior pole lighting with LED fixtures
- Converted hallway lighting to LED technology
- Replaced the garage doors at Central Fire Station

### RECREATION PARK

- Installed a new concrete patio

### RED SPRING ROAD

- Completed building repairs to the exterior of the building

### SCHOOL ADMINISTRATION BUILDING

- Renovated the Information Technology Suite
- Installed new cabinetry in the Business Office
- Installed a new hydraulic lift at the Copy Center for paper deliveries
- Modified the baseboard heating in the Student Services office suite

### SPRING GROVE CEMTERY

- Renovated the cemetery shop office space

### TOWN OFFICES

- Installed new carpeting in the second floor hallway
- Replaced all exterior door frames
- Constructed a new vestibule at the entrance to the Accounting office
- Installed new workspace counters in two Plant & Facilities Division offices
- Installed new carpeting in the Accounting office
- Removed concrete slab foundations from the previous boilers
- Installed the first of two new boilers to serve the Town Offices and School Administration buildings
- Replaced the sidewalk at the north end entrance
- Installed a new expansion tank in the boiler room
- Installed a radon mitigation system
- Replaced two hot water system circulator pumps

TOWN YARD

- Relocated the Modine heater
- Corrected a fuel tank communication issue
- Installed new LED lighting at the fuel pumps

WEST FIRE

- Completed renovations to the dormitory
- Installed Energy Management System

WATER TREATMENT PLANT

- Installed Variable Frequency Drives at the Fish Brook pumping station

YOUTH CENTER

- Completed the construction phase of the project

VEHICLE MAINTENANCE DIVISION

The Vehicle Maintenance Division is supervised by a Superintendent, who is also responsible for purchasing and materials management for all Plant & Facilities operating divisions. This division provides maintenance to all Town and School vehicles and major pieces of equipment including fire apparatus, police cruisers, Public Works trucks and heavy equipment, Plant & Facilities trucks and heavy equipment, Town and School emergency generators and other support vehicles. The Superintendent of the Vehicle Maintenance Division also coordinates the purchasing of all new Town vehicles.

VEHICLE MAINTENANCE ACCOMPLISHMENTS

- Updated vehicle diagnostic software – yearly project.
- Provided preventive maintenance and general repairs to 156 Town vehicles, 82 major pieces of equipment, 20 emergency generators for School and Town buildings and 60 smaller pieces of equipment.
- Completed 1,254 work orders totaling 5,326 man hours and \$716,623 in labor and materials.
- Provided administrative support to vehicle purchases for Town departments.
- Supported the Division of Public Works snow removal operations (equipment maintenance, installation and removal of sander units and snow plowing).
- Maintained and repaired all fire apparatus, including assisting with federally-mandated inspections of the ladder trucks’ hydraulic and pump systems.

VEHICLE MAINTENANCE STATISTICS

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Gasoline	76,953	76,281	74,828
Diesel	<u>49,309</u>	<u>50,065</u>	<u>56,848</u>
Total Gallons	126,262	126,346	131,676

## FACILITIES SERVICES DIVISION

The Facilities Services Division is supervised by the Deputy Director and is responsible for all Town custodial services, including support to the Library, Public Safety, Town House, Town Offices and the Center at Punchard. This division also schedules the use and rental of all School buildings, Town and School fields and the Town House function hall for non-profit groups, private organizations, individuals and Town and School activities.

## FACILITIES SERVICES ACCOMPLISHMENTS

- Continued support to Town and School energy conservation initiatives.
- Continued program to improve custodial efficiency and cost savings with new labor saving equipment and cleaning products.
- Ongoing custodial training on methods and procedures.
- Coordinated meetings with leaders of all private youth sports and Town officials to support field maintenance, scheduled programs, and special projects.
- Implemented new scheduling software to improve efficiencies in the scheduling, permitting, invoicing and reporting in regards to playfields and facilities rentals.

## RENTAL ACTIVITY

During the Fall of 2013, the Facilities Services Division implemented a comprehensive software system that is being used to schedule, invoice, track and report on rental uses at all Town buildings, Schools, Fields, and the Andover Town House. This software allows for more specific reporting, including the number of uses. For this reason, the term 'Permits' has been replaced by term 'Uses,' which represents all approved rental requests.

## SCHOOLS

School rental use has continued to grow. There has been an increase in requests from private groups and other school districts, including requests from Phillips Academy, Pike School and the YMCA. Internal school uses such as summer programs, enrichment programs and special school events are tracked as well as rentals, which occur not only during the school year, but all year long.

## FIELDS

Town fields were rented to capacity during each season of 2015. Andover High School, the Department of Community Services and Andover Youth Services programs continued to expand, as did use by private groups. All groups have been asked to maintain their programs at current levels. Manipulation of field configurations and strategic scheduling has kept up with the demand. Meeting the needs of all renters during weather-related and maintenance-based field closures was accomplished through good communication and cooperation. If growth continues, however, we will be faced with a greater demand than we can service.

## ANDOVER TOWN HOUSE

The function hall at the Andover Town House is available for rental seven days per week. In addition to various private rentals, the Department of Community Services is the most frequent weekday user of the hall, as well as for various evening and weekend events as well. Andover Youth Services has used the hall for concerts and dances, but Andover Youth Services' use has decreased now that the Cormier Youth Center has opened. The Center at Punchard also uses the hall for social events yearly. The first floor office space is no longer being rented. This space has been repurposed for use as a Welcome Center, run by senior volunteers. On Saturday mornings a Community Coffee is hosted there and Monday through Friday the room is open for the senior drop-in coffees from 9-12pm.

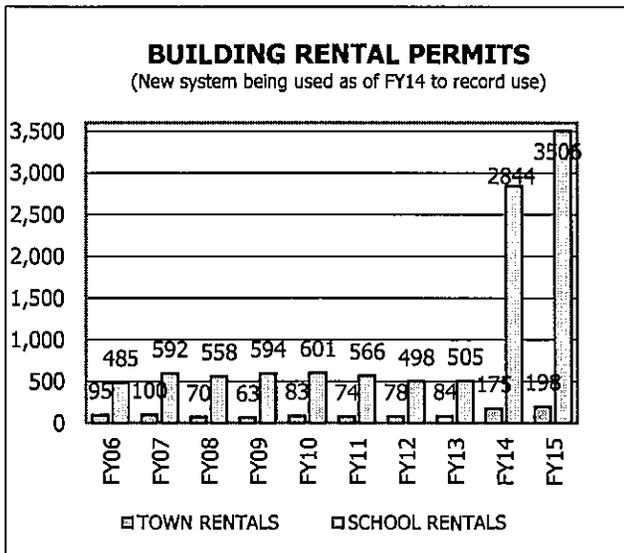
## FACILITIES SERVICES STATISTICS

	<u>2013*</u>	<u>PERMITS</u> <u>2014</u>	<u>USES</u> <u>2014</u>	<u>USES</u> <u>2015**</u>
Schools	295	955	3,405	3,506
Town Buildings	67	112	201	198
Fields	<u>73</u>	<u>159</u>	<u>2,249</u>	<u>2,063</u>
Totals	435	1,226	5,855	5,767

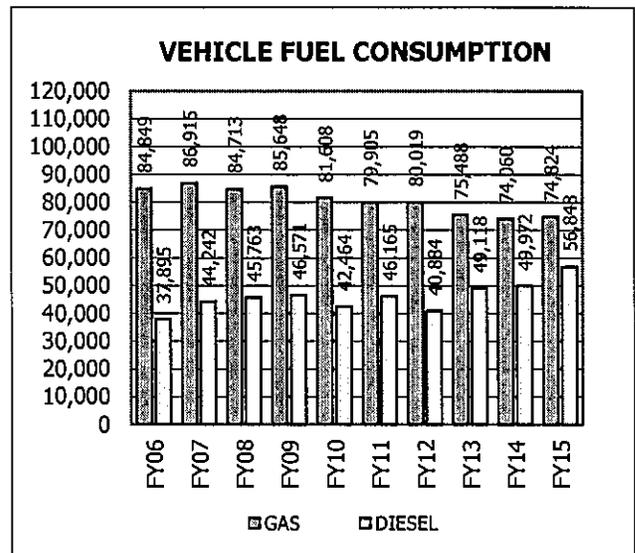
\* During the summer of 2013 a new permitting system was implemented in the Facilities Services division. Under the new system, multiple locations can be reserved under the same permit. The new system, with its expanded reporting options, allows us to view both the number of permits issued and the number of actual uses, as illustrated in the table above. Andover Facilities Services division continues to see increased rentals in both Town and School locations.

\*\* The Town House function hall received a "face-lift" during the summer of 2015 and could not accommodate rentals during those renovations. Bancroft, Doherty, Wood Hill and South school campuses did not have full field availability during 2015. This explains the slight drop in rentals of fields from the 2014 numbers. In addition, rentals were not permitted in South school over the summer of 2015, while the school site underwent construction. This placed a burden on many of the other school sites.

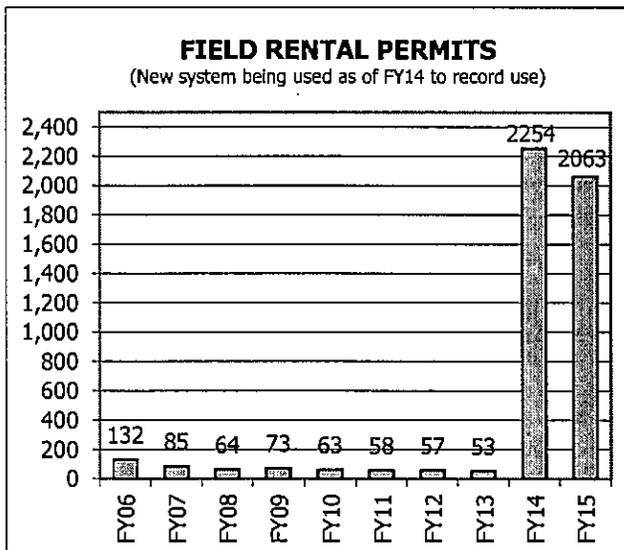
# PLANT AND FACILITIES PERFORMANCE STATISTICS



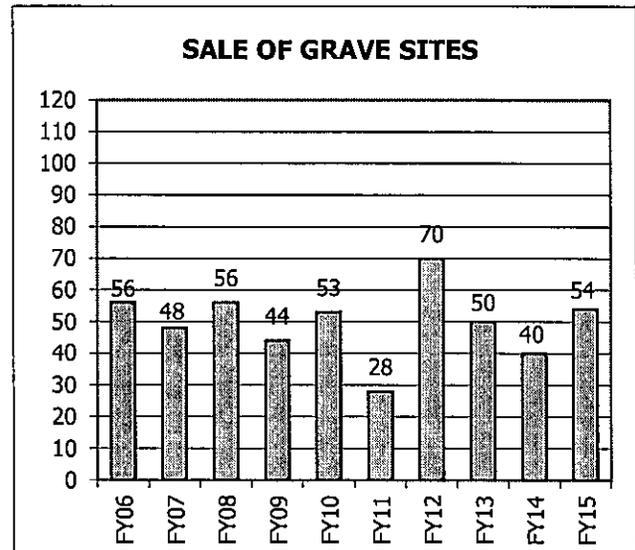
Benchmark - Town (prior 3-yr avg):	112
Most Recent:	198
Change from Benchmark:	86
Change from Prior Year:	23



Benchmark - Total (prior 3-yr avg):	123,180
Most Recent:	131,672
Change from Benchmark:	8,492
Change from Prior Year:	7,640



Benchmark (prior 3-yr avg):	788
Most Recent:	2063
Change from Benchmark:	1275
Change from Prior Year:	-191



Benchmark (prior 3-yr avg):	53
Most Recent:	54
Change from Benchmark:	1
Change from Prior Year:	14

## **PUBLIC WORKS**

*The mission of the Department of Public Works is to continuously improve our quality of life by providing the finest potable water, state-of-the-art disposal of our wastes (liquid and solid), maintenance of parks/grounds, cemetery and forestry and provide safe travel on our road network.*

## **ENGINEERING DIVISION**

The Engineering Division performed design and construction work in 2015 for various projects such as new water mains on portions of Tewksbury St., Center St., Chester St., Bancroft Rd., Highland Rd. and Chandler Rd.; drainage improvements on Tewksbury St., Foster Cir., Chandler Rd., Walnut Ave. and four other locations; sewer reconstruction on a portion of Lowell St.; new sidewalk on Holt Rd.; design of upcoming drainage improvements on Chandler Rd. at Beacon St.; and water main replacement on Corbett St., Princeton Ave. area.

Assistance was provided to the Water/Sewer Division during the water main flushing program, various water and sewer repairs and also to the Highway Division during paving work on 31 various streets, miscellaneous drainage and sidewalk repairs. Staff also coordinated with consultants to update the Master Sewer Plan and also with MADOT on the proposed reconstruction of the North Main St. Bridge over the MBTA railroad. Work continued for compliance with EPA Stormwater Management regulations, including performing activities and coordinating with various other departments; participation in the MVPC Stormwater Collaborative; and preparing the town's annual report submitted to EPA in April. Maintenance of the GIS system was performed to continue updating the drainage, water and sewer utility layers; and also creating various maps for other town departments.

The design of proposed roads and utilities on new Subdivision and Site Plans were checked for the Planning Board, and inspections of road and utility construction was performed in new developments such as Northfield Commons, Rolling Green Apts., Red Spring Rd., YMCA addition and the Lowell St. / IRS / Rolling Green intersection reconstruction. Staff also coordinated work necessary for the completion of Charles Cir. and Christian Way. Street opening permits for various utility installations and repairs by Columbia Gas, Verizon, National Grid, Comcast and other private contractors were issued and utility markouts and inspections were performed. This year included new gas mains on Shawsheen Rd. and the Kenilworth St, Corbett St., Princeton Ave. area, and new underground electric lines on a portion of Dascomb Rd. and Frontage Rd. Staff also attended numerous meetings regarding the proposed Tennessee Gas Pipeline project. Trench Permits were also issued, as required by state law, for various trench excavations.

The Engineering Division also provided and maintained records of various utilities, street excavations, residential and industrial site development, street layouts and CH90 road paving.

ENGINEERING DIVISION STATISTICS			
	2013	2014	2015
Storm Drain Design & Construction (ft.)	1,081	815	350
Sewer Main Design & Construction (ft.)	10	1,400	160
Sidewalk Design & Construction (ft.)	3,200	0	1,320
Water Main Design & Construction (ft.)	680	15,370	17,250
Streets Resurfaced (miles)	6.2	5.3	8.5
Street Opening Permits Issued & Inspected	208	304	219
Subdivision/Site Plans reviewed (# plans/# lots)	12/27	11/42	12/77
Subdivision Construction Inspections/Tests:			
Water mains (ft.)	6,036	3,340	2,956
Sewer mains (ft.)		2,458	3,803
Drain lines (ft.)		1,751	5,562
Sidewalks (ft.)	95	400	3980
Roads Paved: Binder coarse (ft.)	3,110	1,379	1,054
Top coarse (ft.)	2,053	1,414	5,065
Streets Reviewed for Town Acceptance			
GIS utility layer edits	72	20	15
Trench Permits issued (new 2009)	44	40	52
Gas main inspections (ft.)	15,769	5,859	12,330
NGRID Electric street conduit inspections (ft.)	131	8,814	3,700

## HIGHWAY DIVISION

The Highway Division is responsible for road maintenance, including rebuilding and resurfacing of approximately 200 miles of existing roads. During the fall, spring and summer months, two sweepers kept busy cleaning winter sand off all streets and cleaning road construction areas. A few days per week the sweepers start work at 5 a.m. to take advantage of low traffic and parking conditions especially in business areas. The Highway Division is responsible for the maintenance of the Town's sidewalk infrastructure. The Division also assists the Engineering Division in inspecting new roads prior to acceptance as public ways. The Division is responsible for the cleaning and maintenance of all stormwater culverts and drainage systems including catch basin and pipe cleaning as well as maintenance of water courses on public property impaired by beaver dams. The Highway Division is the lead agency responsible for snow and ice removal and flood control measures; other Town divisions assist in these operations.

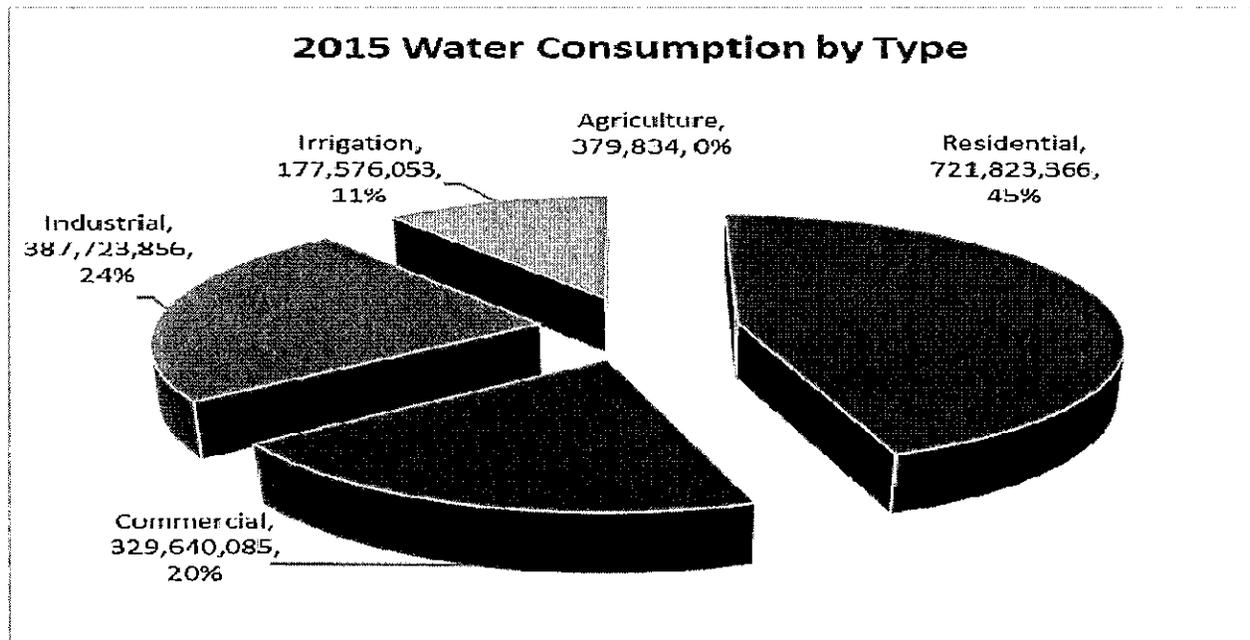
HIGHWAY DIVISION STATISTICS			
	2013	2014	2015
Number of streets resurfaced	19	14	14
Total number of miles of road resurfaced	6.2	5.1	8.5
Total number of feet of curbs constructed	3,370	2,650	2,500
Catch basins cleaned	1,933	1,897	2,320
Storm drains/culverts cleaned	125	178	22
Catch basins repaired	59	48	51
Storm drains repaired	12	17	24
Snow storms	8	6	9
Sanding events	12	17	22
Signs repaired/installed	225	196	214
Masonry wall repairs	11	7	5
Sidewalk Design & Construction (lf)	3,200	3,500	5,108

### WATER TREATMENT PLANT

During 2015, the Water Treatment Plant processed more than 2.8 billion gallons of water, at a daily average of 7.7 million gallons, to produce over 2.1 billion gallons of finish water which was delivered to the distribution system. To augment available water supplies, 2.0 billion gallons were diverted from the Merrimack River to Haggetts Pond through the Fish Brook pump station. The Fish Brook station was online for a total of 282 days over the course of the year. The chart below illustrates the breakdown of total water consumption.

The Treatment Plant staff continued its partnership with National Grid and DOER securing incentives and rebates for energy projects at the WTP. Staff worked closely with the Town's Energy and Utility Manager to identify potential energy savings projects and secure grants for funding. Projects included installation of two 300-horsepower variable speed drives and control systems at the Fish Brook Pumping Station to regulate flow from the Merrimac River to Haggetts Pond. The Water Treatment Plant continues to provide free indoor and outdoor water conservation kits featuring EPA certified WaterSense products to all Andover residents. The kits are available at the Water Treatment Plant, and are given away at annual family events, such as Vehicle Nite sponsored by Memorial Hall Library. The availability of the kits is also advertised in the annual Water Quality Report. The Water Division has continued its partnership with Greenscapes North Shore, which offers workshops focused on water conservation and green landscaping practices, as well as school programs geared toward fifth graders on keeping water clean.

WATER TREATMENT PLANT STATISTICS			
	2013	2014	2015
Gallons of water treated (in millions)	2.637	2.807	2.840
Average daily gallons pumped (in million gal.)	7.2	7.7	7.7
Maximum day (in million gallons)	12.812	13.95	13.95



2015	cu.ft	gallons	Percent Usage	Percent Change
Residential	96,500,450	721,823,366	36%	0.11%
Commercial	43,991,445	329,640,085	16%	1.22%
Industrial	51,740,216	387,723,856	19%	23.61%
Irrigation	23,740,114	177,576,053	9%	-5.83%
Agricultural	50,780	379,834	0%	0.59%
Municipal	11,691,659	87,453,610	4%	-26.26%
North Reading	43,114,803	319,424,640	16%	-8.15%
<b>Total</b>	<b>270,829,467</b>	<b>2,024,021,444</b>		<b>0.41%</b>

## WATER DISTRIBUTION

The Water Distribution Division consists of six (6) licensed distribution operators that are responsible for the maintenance and repair of the water infrastructure. The distribution system consists of 250 miles of water mains, 6” to 24” in diameter, 2,100 fire hydrants for fire suppression service, 11,000 water service accounts, 4,800 water gate valves and 5 water storage tanks.

WATER DISTRIBUTION STATISTICS			
	2013	2014	2015
Hydrants Repaired	184	34	41
Hydrants Replaced	74	173	15
Hydrants Inspected & Serviced	1,864	50	81
Hydrants Flushed	234	340	479
Water Main Breaks Repaired	25	21	27
House Service Leaks Repaired	7	2	7
House Services Renewed	31	12	26
New Water Meter Accounts/Installations	31	37	47
Old Water Meters Replaced (Town)	266	103	144
Water Meters bench checked	6	5	7
Water Shut Offs/Turn On	102	94	72
Gate & Service Boxes Adjusted	21	45	100

## SEWER DIVISION

The Sewer Division is responsible for the operation and maintenance of thirteen (13) wastewater pumping stations and the entire system of sanitary sewers. The sewage system includes 150 miles of sanitary sewers, 6,200 connections and 3,300 sewer manholes. The raw sewage discharge from the Shawsheen Village Pumping Station is transported by means of a force main and 48” gravity system through the City of Lawrence to the Greater Lawrence Sanitary District’s Regional Treatment Plant in North Andover for treatment.

SEWER DIVISION STATISTICS			
	2013	2014	2015
Sewer Main Blocks Cleared	6	9	5
Sewer Main Rodded – Regular Maintenance	109	74	82
Sewer Mains Repaired/Replaced	8	1	1
Sewer Mains Rodded - leased Flusher	1	0	0
Sewer manholes repaired /replaced	1	0	0

**SOLID WASTE / RECYCLING**

Andover has its refuse transported and processed at Covanta located in Haverhill, through June 2017. The refuse is incinerated to generate electricity. The Solid Waste Division oversees the mandatory curbside recycling program for newspapers/magazines, junk mail, office paper, cardboard, telephone books, paperboard, steel/tin metal containers, glass, #1 thru #7 plastics and aluminum containers.

SOLID WASTE RECYCLING STATISTICS			
	2013	2014	2015
Tons of residential refuse collected	9,209	9,526	9,325
Tons of mixed residential paper	1,344	2,273	1,607
Tons of corrugated containers	390	357	283
Tons of glass recycled	1,114	1,067	1,418
Tons of steel/tin containers recycled	66	63	83
Tons of #1 thru #7 plastics	66	63	83
Tons of aluminum materials	66	63	83
Tons of leaves & grass clipping composted	6,550	6,575	6,775

**PARKS & GROUNDS, CEMETERY and FORESTRY DIVISIONS**

The three Municipal Services Divisions (Parks & Grounds, Cemetery and Forestry) are independent and interdependent. They operate under the supervision of one Superintendent and share equipment and work together on many projects. The three divisions perform tasks in addition to their principal maintenance duties, such as providing support to parades and other holiday events, litter control, trash removal, recycling, flagpole maintenance, fence/gate/backstop repairs, drainage projects, hanging Town banners and holiday lights and wreathes, repairing park benches and tables, and snow removal.

**PARKS & GROUNDS, FORESTRY AND CEMETERY STATISTICS**

	<u>Schools</u>	<u>Town</u>
Man Hours	5,918	18,193
Labor & Materials	\$196,798	\$747,499
	<u>FY2014</u>	<u>FY2015</u>
Fields Revolving Fund Revenue	Actual	Estimate
	\$78,000	\$75,000

PARKS & GROUNDS DIVISION

This division maintains more than 2.75 million square feet of ballfields, and 1.4 million square feet of lawn areas located on all School and Town building sites and other Town properties including Ballardvale Playground, Upper and Lower Shawsheen, the Bowling Green, Town-owned parks, playgrounds and designated islands, triangles and other parcels throughout the Town. Athletic fields are prepared, groomed and lined for all secondary school athletic events. Turf maintenance consists of mowing, aerating, watering, over-seeding, liming, fertilizing and weed and insect control. This division also maintains small trees, shrubs and shrub beds on Town property and is responsible for snow removal at all Town buildings.

CEMETERY DIVISION

Spring Grove Cemetery located at 124 Abbot Street is owned and operated by the Town. It contains 47 acres and is approximately 75% developed. During 2016 there were 50 full burials, 30 cremations and 54 lots sold, for total revenue of \$91,770. Cemetery operations and maintenance include burials, mowing, trimming, turf care, pruning of shrubs and small trees, maintenance and repair of irrigation and watering systems and leaf pickup. Cemetery personnel also support other Town-wide tasks, such as snow removal, grounds maintenance, and special projects requiring their manpower and technical expertise.

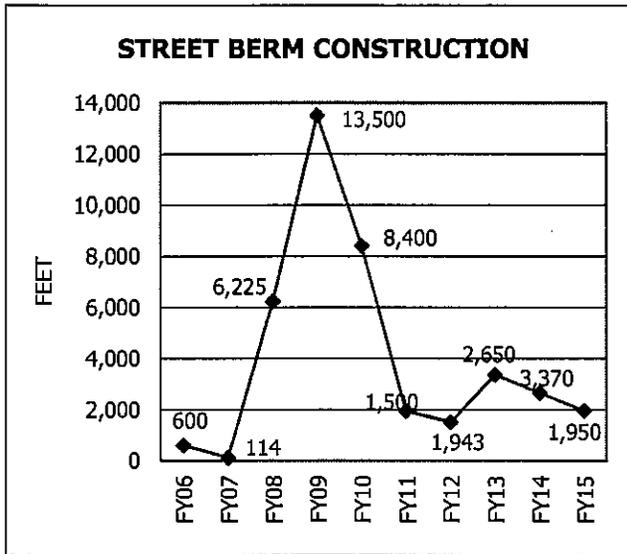
FORESTRY DIVISION

The Forestry Division is responsible for the maintenance of all Town-owned trees. Forestry Division work includes: pruning trees, clearing storm damage, clearing areas of undesirable vegetation and removing obstructions at intersections and curves for improved visibility. The Forestry Division also performs roadside mowing throughout the Town, maintains and operates the Bald Hill Composting Facility and plows snow for the Department of Public Works.

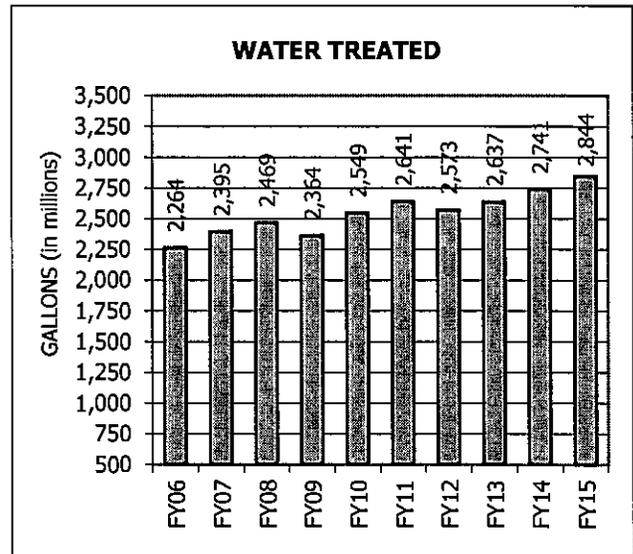
## PARKS & GROUNDS, CEMETERY and FORESTRY ACCOMPLISHMENTS

- Multiple fertilizer applications to Town and School fields.
- Performed spring and fall maintenance to all Town and School irrigation systems.
- Applied diamond mix to all Town and School baseball diamonds.
- Conducted snow removal at seven Town buildings.
- De-iced all sidewalks at Town-owned buildings.
- Received Tree City USA designation for the sixteenth consecutive year.
- Pruned low hanging limbs on Cemetery property.
- Responded to 156 requests for tree work from Town residents.
- Responded to 29 emergency tree calls from the Andover Police Department.
- Planted 12 new public shade trees.
- Ground out 27 tree stumps.
- The Parks and Grounds Division spread 120 cubic yards of bark mulch town-wide.
- Maintained School grounds vegetation in preparation for School opening.
- Celebrated Arbor Day 2015 with a ceremony honoring “Buzz” Stapczynski by planting two new trees in The Park.
- Bald Hill Recycling Facility: Supervised site monitors and provided support to the composting operation. More than 10,000 cubic yards of material were collected from Town residents to be ground and screened into compost. We also began accepting brush from Town residents as a new service.
- Coordinated the installation of the holiday decorations on Main Street in November.
- The Forestry Division mowed roadside vegetation along 35 miles of Town roads.
- 18 stumps were ground out, the chips were removed and the areas were loamed and seeded.
- Assisted Public Works with plowing during snowstorms.
- Continued weed eradication program throughout the Cemetery grounds.
- Fertilized and groomed Deyermund Field was for use by youth leagues.

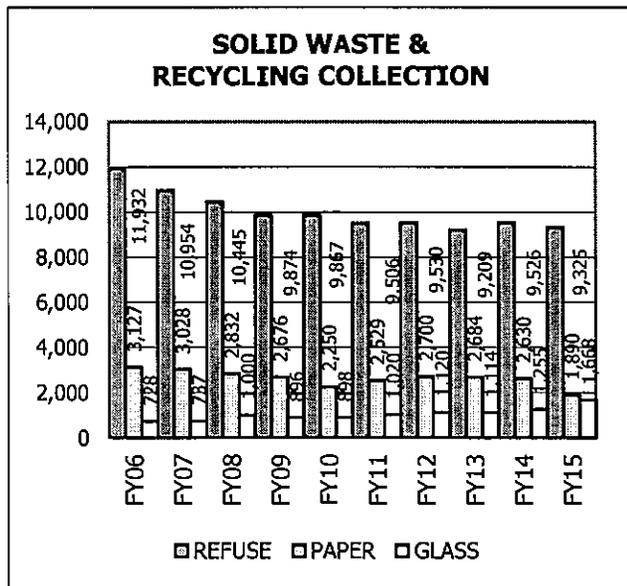
# PUBLIC WORKS PERFORMANCE STATISTICS



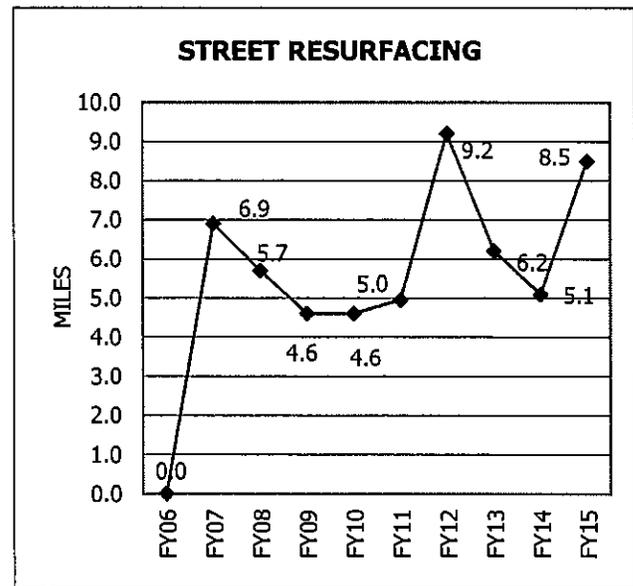
Benchmark (prior 3-yr avg):	2507
Most Recent:	1950
Change from Benchmark:	-557
Change from Prior Year:	-700



Benchmark (prior 3-yr avg):	2650
Most Recent:	2844
Change from Benchmark:	+194
Change from Prior Year:	+103



Benchmark - Solid Waste (prior 3-yr avg):	9422
Most Recent:	9325
Change from Benchmark:	-97
Change from Prior Year:	-201



Benchmark (prior 3-yr avg):	6.8
Most Recent:	8.5
Change from Benchmark:	1.7
Change from Prior Year:	-3.4

## MEMORIAL HALL LIBRARY

*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.*

2015 was another exciting year of change at Memorial Hall Library. With assistance from the Plant & Facilities Department, the FRIENDS of the Library and the Library Trustees, the following was accomplished:

- The Reference Room and Teen Room were renovated to meet current patron needs.
- The Roof Deck was funded by a CIP article, donations by the Library Trustees and FRIENDS, and the Library’s State Aid award. Work is currently underway with a planned spring opening.
- The Trustees Room was renovated to accommodate more community meetings.
- The Library’s new Drupal-based website was rolled out.
- A new five-year strategic plan, with Action Items, was developed with community input.
- The third AndoverReads title was selected (*Boys in the Boat*).
- Online purchase order and recycling pilots were completed.

### **NEW SERVICES/IMPROVEMENTS**

Andover Seed Library  
 13,000 active subscribers to MHL-Mail  
 More Andover history items digitized  
 More collaborative programming  
 Enhanced social media outreach

### **VERY POPULAR SERVICES**

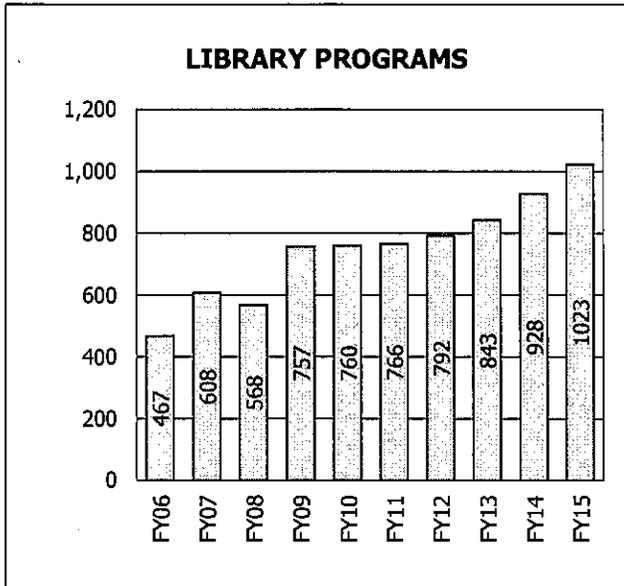
Public meeting rooms  
 Programs and technology training  
 Individual and group study space  
 Public technology  
 Interlibrary Loan: 73,194 items received

### **LIBRARY DATA – As reported to the MA Board of Library Commissioners**

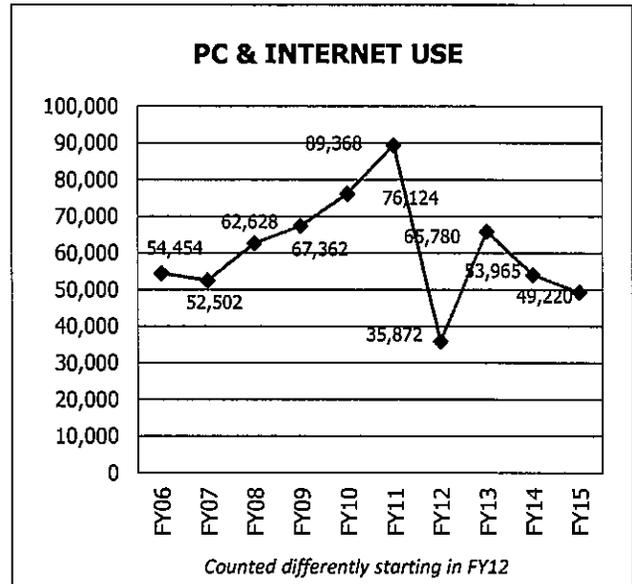
<b>Metric</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>% Change</b>
Total items	229,136	229,103	223,790	- .2.3
Circulation	590,427	582,752	551,988	- 5.3
Use of e-collections	N/A	N/A	264,546	new metric
Attendance	370,884	372,801	336,075	- 9.9
Programs – Adult/Teen	359	384	396	3.1
Attendance	7,426	7,376	7,168	- 2.8
Programs – Children	484	544	627	15.3
Attendance	9,590	15,194	18,305	20.5
Reference transactions	72,163	68,835	73,749	7.1
Computer signups	65,957	53,965	49,220	- 8.8
Wireless sessions			26,650	new metric
Use of Meeting Rooms	966	978	1,000	2.3

*Unusually difficult winter and parking kiosk rollout negatively affected some usage data*

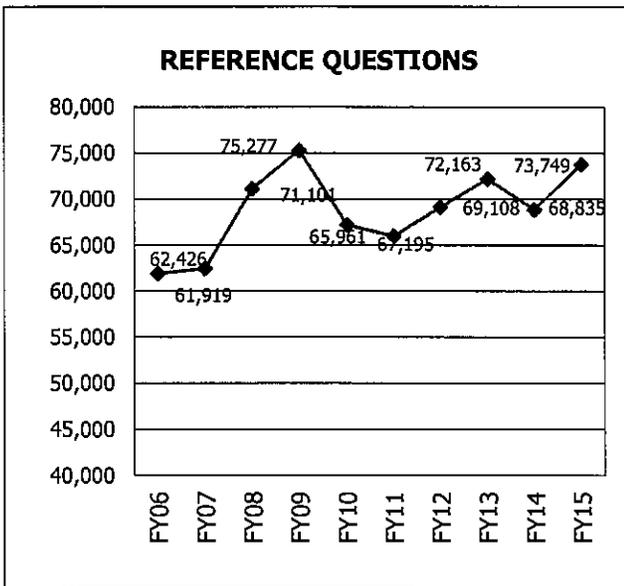
# LIBRARY PERFORMANCE STATISTICS



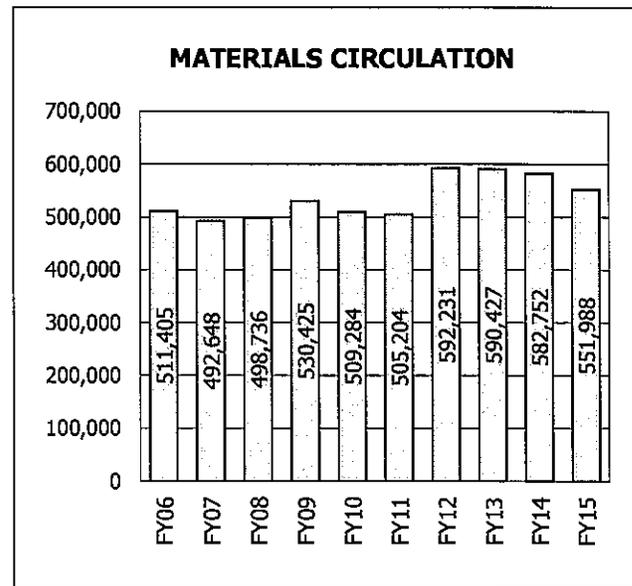
Benchmark (prior 3-yr avg):	854
Most Recent:	1,023
Change from Benchmark:	+169
Change from Prior Year:	+95



Benchmark (prior 3-yr avg):	51,872
Most Recent:	49,220
Change from Benchmark:	-2652
Change from Prior Year:	-4745



Benchmark (prior 3-yr avg):	70,035
Most Recent:	73,759
Change from Benchmark:	+3,714
Change from Prior Year:	+4,914



Benchmark (prior 3-yr avg):	588,470
Most Recent:	551,988
Change from Benchmark:	-36,482
Change from Prior Year:	-30,764

## DEPARTMENT OF INFORMATION TECHNOLOGY

*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.*

The Department of Information Technology provides centralized information and technology support and services to all Town departments and the Andover Public Schools. The central IT Department is led by the Chief Information Officer (CIO) who reports to the Town Manager and the Superintendent of Schools.

Accomplishments for 2015 include:

- Installed a new Unified Communications technology utilizing Voice-over IP (VoIP) technology at all school buildings. Town buildings to be completed in early 2016.
- Configured and installed technology infrastructure for new Cormier Youth Center including computers, networking, wireless, audio visual and printers.
- Worked with Digital Learning team to expand *iAndover* 1:1 learning initiative. Configured hundreds of student BYOD (Bring Your Own Device) machines as well as school owned “loaner” devices.
- Completed integration of Public Safety information systems into single, unified town-wide framework, eliminating all redundant systems.
- Selected new vendor for town and public safety website. Began work on requirements and redesign. Expected release mid to late 2016.
- Upgraded thousands of Apple laptops and tablets to latest operating system releases and enrolled in unified mobile device management (MDM) solution.
- Conducted annual refresh of town and school administrative computers.
- Installed new unified Help Desk and Workflow Management tool (ITSM) to improve customer service and to provide real time performance metrics for IT tasks.
- Replaced analog fax environment with fully digital unified communication tool.
- Identified major deficits in power management infrastructure and instituted plan to remediate.
- Installed new high performance backup appliance and backup software to improve reliability and significantly reduce recovery time from failure.
- Installed secondary, redundant network technology to load balance rapidly growing network traffic and to provide full redundancy to maximize network availability
- Supported all aspects of PARCC 2015 online testing. Successfully delivered online testing for all middle schools and selected elementary schools.
- Upgraded networking architecture and devices to increase internal speed and reliability.
- Initiated wireless redesign to eliminate all legacy wireless infrastructure and maximize utilization of new wireless management technology
- Upgraded underlying email servers and redeployed in a fully redundant environment.
- Completed virtualization of all existing Town and School servers.
- Successfully converted all fire alarm billing from proprietary system to standard town-wide system.

## COMMUNITY DEVELOPMENT & PLANNING

### BUILDING DIVISION

*The mission of the Building Division is to ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the enforcement of State and local laws, bylaws and regulations.*

The Building Division is charged with the enforcement of The Commonwealth of Massachusetts Building Code, 780 CMR, Architectural Access Board Rules and Regulations, 521 CMR, The Zoning Act, Chapter 40A of the Massachusetts General Laws, the Andover Zoning Bylaw, Article VIII, Section 33, Demolition of Historically Significant Buildings, Section 36, BallardVale Historic District Bylaw and Section 37, Chimneys, of Article XII of the Town of Andover Code of Bylaws, as well as other applicable Town and State laws and regulations. The Building Division reviews all documentation (plans and specifications) submitted with applications for permits and issues all permits required for construction and other applicable activities for which permits are required by law. The Division performs all required site inspections as well as Code mandated safety inspections. The Building Division responds to customer inquiries, complaints and emergencies. Finally, the Building Division assists other Divisions of the Department of Community Development and Planning, as needed, in their permit processing and enforcement and attends, when necessary, Zoning Board of Appeals, Planning Board and other Commission meetings.

### BUILDING DIVISION STATISTICAL INFORMATION

<b>Permit Type</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
New Dwellings	38	20	34
Additions/Alterations to Single Family Dwellings	917	1,014	1,190
New Multi-Family Dwellings	13	14	5
Additions/Alterations to Multi-Family Dwellings	57	285	70
New Commercial & Industrial Buildings	3	4	1
Additions/Alterations to Commercial and Industrial Buildings	100	137	235
Schools/Public Buildings	11	15	18
Swimming Pools	21	18	9
Signs, Chimneys, Woodburning Stoves, Raze Permits	66	99	82
Solar		125	101
Mechanical / Sheet Metal Permits		143	144
Certificates of Inspection	48	60	79
Total Fees Collected	\$1,350,389	\$2,276,908	1,455,003
Total Estimated Value	\$91,838,564	\$173,388,755	105,620,803

## ELECTRICAL

The purpose of the Massachusetts Electrical Code is safeguarding the general public and property from the hazards arising from the use of electricity. The Electrical Inspector is responsible for reviewing and granting permits and scheduling inspections on a daily basis for residential, commercial and industrial jobs, assisting the Police and Fire Departments in the investigation of accidents and fires. Electrical work includes, but is not limited to, wiring for lighting, power, fire alarms, security alarms, telephone and other similar devices, installation of equipment for emergency power, generators, transformers, switch gear equipment, panel boards and similar equipment. The Electrical Inspector also reviews violations of the Electrical Code and inspects the corrective work for protection of the users and cooperates with the various electric companies that service the area.

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Electrical Permits	1,291	1,400	1,540
Fees Collected	\$186,787	\$199,962	\$237,258

## PLUMBING AND GAS

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

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

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Plumbing Permits	966	1106	849
Plumbing Fees Collected	\$85,975	\$95,685	\$109,343
Gas Permits	885	1,068	852
Gas Fees Collected	\$64,784	\$72,335	\$77,552

## CONSERVATION DIVISION

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

The Conservation Division is responsible for the protection of Andover's rivers, lakes and wetlands, and provides staff support to the Andover Conservation Commission. The Commission's principal duties include enforcement and administration of the Massachusetts Wetlands Protection Act and the Andover Wetlands Protection Bylaw (regulation of residential, industrial and commercial development activity in or near flood plains, water bodies and wetland areas.) The Commission also is responsible for the acquisition and maintenance of Town-owned Conservation Land, which totals approximately 2,050 acres. The Conservation Commission consists of seven volunteer members who are appointed annually by the Town Manager to staggered three-year terms. Donald Cooper, Chairman, has been recognized by the MACC as the Conservation Commissioner of the year.

## CONSERVATION LAND IMPROVEMENT AND COMMUNITY OUTREACH

The Conservation Office coordinated with Andover Boy Scouts and Girl Scouts to complete some outstanding service projects on public land this year. The Doyle Link Reservation bridge was completed by a group of three volunteers, informational kiosks were built and bridges constructed at various Reservations. Nesting boxes for Eastern Screech Owls were built and the trail at Abbott Bridge Road was cleared as well as several other Eagle Scout projects were completed with the assistance of Bob DeCelle, Special Projects Manager and his volunteer team. An agility course and a bench at the Dog Park were also approved to be built. Various hikes on conservation land were conducted and overnight camping opened to the general public is continuing.

Conservation land is maintained and operated by our volunteer Conservation Overseers. The Conservation Commission remains committed to opening more land to passive recreation for the enjoyment of residents.

Two Andover High School students joined the Conservation staff for a very successful internship. Their areas of focus included a handicap accessible parking area for a Reservation and fish studies and river restoration once the dam removals are completed.

The Conservation office continues to update the Town's wetland boundary overlay using data from application filings. This new data base provides the public with up-to-date accurate information and is available free on the Town's website.

Selected Conservation and AVIS properties were opened for the sixth season of a regulated bow hunt.

The Robert Pustell Award was given to Craig Liversidge, an Overseer for his long-time work with the hunting program including raising funds for educational deer exclosures and working with the students at Wood Hill School in building the exclosures.

CONSIDERATION DIVISION STATISTICS		
	<b>2014</b>	<b>2015</b>
Conservation Commission Meetings	26	23
Public Hearings & Public Meetings	141	126
Abbreviated Notices of Resource Area Delineation	1	3
Orders of Conditions Issued	30	17
Amended Orders of Conditions Issued	6	2
Certificates of Compliance Issued	26	28
Determinations of Applicability Issued	51	43
Extension Permits	4*	6*
Notification of Satisfactory Completion of Work	23	26
Findings of Significance Issued	22	17
Enforcement Orders Issued	8	10
Emergency Certifications	18	6
Appeals	0	0
Superior Court Appeals	0	1
Cessations	10	9
Overseer Appointments	6	7
Acres of Conservation Land Acquired	20.12	0
Wetland Filing Fees Collected	\$20,276.00	\$26,410.50
Fines (Tickets) Collected	0	0
Wetland Boundary Line Changes	35	27

\*Note: This figure is low due to the fact that the State's Permit Extension Act was signed into law extending any permit in effect or existing between August 15, 2008 through August 15, 2010, thereby granting a two-year automatic extension by the Commonwealth of Massachusetts.

## HEALTH DIVISION

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

The Health Division is responsible for ensuring the protection of the public and environmental health. The inspectional staff performs the inspection and public health education programs involving the State Sanitary Code and the State Environmental Code, including complaint investigation, wastewater disposal, food safety, swimming pool operations, recreational camp programs and many other services. The Public Health Nursing staff is primarily responsible for all medical, clinical, and associated administrative matters, including communicable disease investigations, vaccination programs and health promotion programs. The Director of Public Health serves as staff supervisor, ensuring that public health programs are offered in a coordinated manner and is the liaison to various boards. The Director 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.

Issues of note from 2015 include:

- The departure of long-time Board of Health Member Candace Martin (first appointed in 2002) and Member Katherine Kellman (appointed in 2009) occurred within months of each other, resulting in the senior member of the three person board having just over one year of experience. The Health Division staff is grateful for the service, guidance and encouragement of these two women, and looks forward to continued success with the newly constituted Board.
- After serving as the lead public health agency for the Greater Lawrence Public Health Coalition for more than 10 years, the Andover Health Division worked to transfer management of the federal preparedness grant program to the International Institute of Greater Lawrence effective July 1, 2015. While the Division will continue to be involved in the program, it is no longer the lead agency.
- The Health Division has had an active involvement in the town's response to the Opioid Crisis, working collaboratively on the town-wide task force, utilizing a public health intern to prepare educational information and participating in the hiring process of a substance use professional.
- Town Meeting authorized funds to contract out food service establishment inspections in lieu of re-establishing a position that had been cut in 2010.

### HEALTH DIVISION STATISTICS

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Board of Health Meetings	14	14	10
Plan Reviews	303	262	207
Food Inspections	353	327	288
Environmental Inspections	403	448	311
Complaints Received	98	99	108
Administrative Hearings	5	7	6
Total Permits Issued	1,581	1,746	1,652
Total Fees Collected	\$153,989.30	\$156,497.50	\$156,154.75

### HEALTH CLINIC STATISTICS

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Outreach Clinics	19	21	21
Attendance	150	124	129
Senior Center Clinics	49	50	48
Attendance	499	324	291
Office Visits	117	201	223
Home Visits	26	29	25
Recreational Camps for Children/Clinical Inspection	12	25	28
Influenza Immunization	2,036	2,100	2,160
Pneumonia Immunization	9	7	11
Cholesterol Screening Clinics	3	1	0
Cholesterol Screening Attendance	32	7	0
Mantoux Tuberculin testing	0	15	19
Positive Reactor Follow Up81	1	3	3
T.B. Clinic Case History, Appts. & Follow-Up	14	6	45
Latent T.B. Infection Reports	24	15	19
Zostavax (Shingles) Vaccine Clinics Attendance	147	72	57

## COMMUNICABLE DISEASES

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Animal Bites/Exposures	34	33	20
Arbovirus (Other)	0	3	0
Babesiosis	2	4	1
Chicken Pox	7	4	2
Campylobacter	7	4	9
Cryptosporidiosis	1	1	0
Dengue Fever	2	0	0
E.coli 0157.H7/Shega toxin	3	0	1
Enterovirus	0	0	2
Ehrlichiosis/HGA	7	1	9
Giardia	4	6	1
H. Influenza	0	1	0
Hepatitis A	0	1	0
Hepatitis B	11	9	8
Hepatitis C	18	13	11
Influenza A & B	30	58	57
Invasive gr A Strep	1	1	1
Legionellosis	1	0	0
Lyme Disease (Confirmed/Probable)	50	45	19
Lyme Disease (Suspect)	64	65	52
Meningitis (Bacterial)	2	0	0
Mumps	0	0	1
Norovirus	2	0	0
Pertussis	6	0	0
Rocky Mountain Spotted Fever	1	0	1
Salmonella	2	2	6
Shigella	3	1	0
Strep Pneumonia	0	2	0
Group B Strep	0	2	3
Toxoplasmosis	0	1	0
Tuberculosis (Active)	0	0	0
Tuberculosis (Suspect)	1	1	0
Vibrio	0	0	1
Yersiniosis	1	0	0
Suspect Disease Requiring Follow-Up	21	29	27

## HEALTHY COMMUNITIES TOBACCO CONTROL PROGRAM

The Healthy Communities Tobacco Control Program, a State-funded entity, is a collaborative made up of Boards of Health from surrounding communities, and is charged with the responsibility of enforcing state tobacco regulations and laws and Andover's bylaws that prohibit the sale of tobacco products to minors. With Andover as the lead agency, the collaborative serves a total of 18 communities. Renewal of this grant will be sought in 2016.

### GREATER LAWRENCE BIOTERRORISM PREPAREDNESS COALITION

The Greater Lawrence Public Health Coalition is funded through the Centers for Disease Control (CDC) Cooperative Agreement on Public Health Preparedness and Response for Bioterrorism and is comprised of seven community health departments including Andover, North Andover, Lawrence, Methuen, North Reading, Wilmington, and Lynnfield. Andover has served as the fiscal agent for the Coalition until June 30, 2015. The coalition is maintained to improve both regional and community response capabilities in public health emergencies.

Projects worked on collaboratively include local and regional plans to dispense medications in emergencies, the training of municipal staff to manage and conduct the response, and to better use staff across the region during emergencies.

### GREATER RIVER VALLEY MEDICAL RESERVE CORPS

The Greater River Valley Medical Reserve Corps (GRV MRC) was formed in 2007. The GRV MRC covers the same seven communities as the Preparedness Coalition. Medical Reserve Corps is a component of the federal Citizens Corps, and local units, like the GRV, exist to assist communities in both emergency and non-emergency situations. Units are community-based and function as a way to organize and utilize both medical and non-medical volunteers. These volunteers supplement existing local emergency and public health resources. Activities are funded by grants from the CDC, Massachusetts Department of Public Health and other National/Federal grant sources. The GRV MRC currently boasts a membership of approximately 255 volunteers.

## PLANNING DIVISION

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

## HISTORIC MILL DISTRICT

At open Town Meeting in May of 2015, Andover voters overwhelmingly approved the creation of the Historic Mill District (HMD). This new zoning district encompasses nearly one hundred (100) acres between Main Street, Dundee Park, the Shawsheen River and Whole Foods Grocery Store. The purpose of the HMD is to encourage smart growth development in proximity to Andover's regional transit station by fostering a range of housing opportunities within mixed-use development projects, to be proposed in distinctive and attractive site development programs that promote compact design, preservation of open space, and a variety of transportation options, including enhanced pedestrian access to employment and nearby transportation systems.

Seeking to build off the momentum and support of Town Meeting voters, the Town of Andover recently entered into a Community Compact with the Baker-Polito Administration to assist with the creation of Design Guidelines for the HMD (January 2016). In pursuing this best practice, the Town of Andover will identify a consultant firm which specializes in developing design guidelines, with a focus on site planning, architecture, landscaping, lighting and signage. In the coming months, the Planning Division will be facilitating a public engagement process with the selected consultant to solicit ideas from the general public, area businesses and various Town leaders in developing the guidelines for future development in the area.

For more information relating to Andover's Community Compact with the Commonwealth, please see the following weblink:

<http://www.mass.gov/governor/administration/groups/communitycompactcabinet/signedcompact/s/andover.html>

## DOWNTOWN

Existing commercial and retail activities in downtown Andover have remained consistent in 2015. The building formerly known as Olde Andover Village, now Andover Village Square, has made targeted investments transforming its courtyard into a public gathering space with new decorative pavers and lighting, fire and water features, while welcoming new businesses D'Agostino's Deli and Mr. Gelato Café, with UBurger scheduled to open during the winter of 2016. The Town also welcomed Cute as a Button children's boutique, 15sx cocktail bar and Tulle Bridal, with Caffé Nero currently under construction.

Although not in downtown proper, the newly renovated YMCA off Haverhill Street is now open, with the Andover Town Market off South Main Street treating customers to freshly-made prepared foods and sandwiches and artisan farm products.

## ECONOMIC DEVELOPMENT COUNCIL

In the Spring of 2015, the Economic Development Council facilitated a comprehensive parking study in the downtown area. With professional guidance from Nelson Nygaard and Andover Planning staff, the “Downtown Andover Parking Study” analyzed existing parking supply and demand in downtown, reviewed existing parking management practices and provided a series of economically feasible alternatives to meet future parking needs and support economic development. If you are interested in learning more about the Downtown Andover Parking Study, please visit: <http://andoverma.gov/planning/ParkingStudyFindingsReport6-15.pdf>

## HOUSING

The Board of Trustees for the Affordable Housing Trust Fund awards approximately \$32,000 each year in allocated federal grant money. Since inception, over \$305,000 has been awarded to Andover and twelve permanently affordable housing units scattered throughout Town were created. The Planning Division continues to monitor the existing affordable housing stock. The Planning Division is actively involved in each affordable unit resale in order to maintain Andover’s official Subsidized Housing Inventory with the state.

With the goal of addressing the immediate need for Senior Housing in Andover, the Planning Board has taken proactive steps in providing housing for its aging population. At the 2013 Annual Town Meeting, voters approved the 113 acre Senior Residential Community Overlay District off River Road, at the former Franciscan Center. Today, the Town of Andover, with 26% of its population over 55, faces a long-term shortage of senior housing. As a result of the proactive planning process, the Planning Board recently approved a 200 unit independent living residence as proposed by Pulte Homes, with construction anticipated to commence in the spring of 2016.

Following months of renovation and rehabilitation to an existing abandoned mill adjacent to its main building, Atria Senior Living completed a transformation of the existing building known as Mill Building 3. The buildings will now be connected through an enclosed pedestrian corridor above the driveway. Building 3 has been rehabbed to allow for 13 independent living units throughout three stories of the building.

## TOWN PARK PLAYSTEAD MASTER PLAN

The Planning Board has facilitated a public process in preparing a Draft Master Plan for the Town Park, Playstead and the Municipal Complex. The study area encompasses approximately 20.4 acres and is comprised of mostly uplands consisting of grassy open space, mature trees, municipal buildings and offices, a school, memorials, playing fields and the newly opened Cormier Youth and Community Center. The plan seeks to integrate long-term public needs in the overall master planning of the property and opportunities for enhancing the public experience. You can find the final Park, Playstead, Municipal Complex Plan approved by the Planning Board at the following website: <http://andoverma.gov/planning/parkplan0515.pdf>

PLANNING DIVISION (GENERAL RESPONSIBILITIES)

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

The Planning Board held twenty five public meetings and advertised and conducted seventy one public hearings in 2015. In 2014, the Planning Board held twenty two public meetings and advertised and conducted twenty three Public Hearings. Many projects filed in 2014 continued through to 2015. Revenues in 2015 were **\$148,923.35\***.

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Planning Board Meetings	20	22	25
Public Hearings Held	27	23	71
Definitive Subdivision Plans	3	1	3
Preliminary Subdivision Plans	0	0	3
ANR Plans	13	13	7
Site Plan Reviews	3	4	3
Special Permits	8	8	9
Lot Releases and Clearance Certificates	12	8	13
Warrant Articles Reported	11	13	12
Subdivision Guarantees	1	3	2
Street Acceptances	1	1	0
<b>Revenues Generated</b>	<b>\$54,453.40</b>	<b>\$68,486.13</b>	<b>\$148,923.35</b>

\*Projects filed in 2014 may continue through 2015. Revenues are credited to the year the project is filed.

## **ZONING BOARD OF APPEALS**

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

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

The Board holds public hearings on new and continued applications, as required by law, on the first Thursday of each month in the Selectmen's Conference Room on the 3<sup>rd</sup> floor of the Town Offices at 36 Bartlet Street. Prior to the hearings, applications are reviewed, legal advertisements are published and abutters are notified as required by law. The public hearings are conducted according to the Board's Rules and Regulations, and members of the public are given the opportunity to pose questions or comments about each application. Following the public hearings, the Board will deliberate each case and render a decision. In most cases the law requires the affirmative votes of four members to grant the requested relief. The Board's written decision, setting forth the facts presented and the findings and decisions of the Board, is filed with the Town Clerk and the abutters are notified. Upon completion of the statutory appeal period the decision is recorded at the Registry of Deeds.

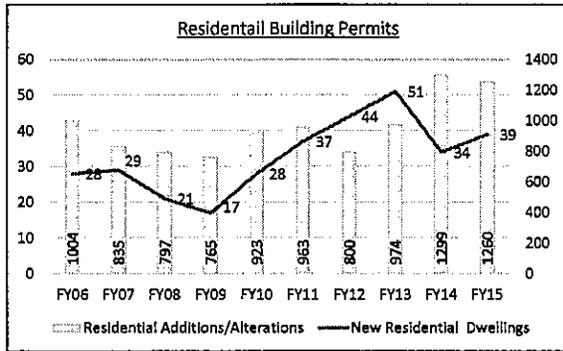
The Board of Appeals consists of five regular members and four associate members who are appointed by the Board of Selectmen to staggered 3-year terms. Potential Board members are drawn from applications submitted to the Town Manager's office through the Town's Talent Bank.

In 2014, the Board continued its efforts to streamline the application and permitting process by working with the Planning and Conservation Departments to encourage applicants to pursue requests to the various Boards and Commissions in parallel rather than in sequence. The Board also developed several standard decision templates to help speed the process for common types of applications considered by the Board.

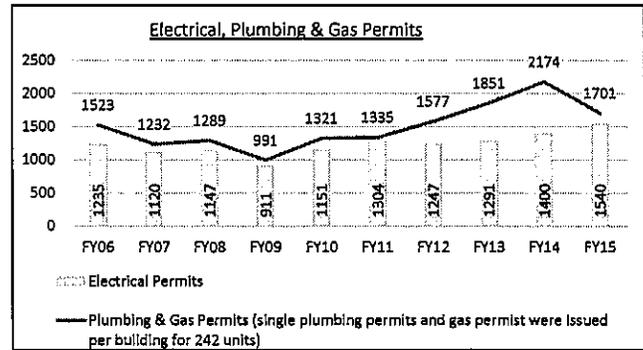
As of October 2014, Zoning Board meetings are televised over Andover's Community Access television channels (Comcast 22 and Verizon 44.) Videos of the meetings are archived and may also be viewed on the Andover Community Access and Media website ([www.andovertv.org](http://www.andovertv.org)).

<b>ZBA Meetings:</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Public Hearing Meetings	14	12	13
Deliberations Only	0	3	0
Cases Filed	51	56	40
Cases Approved	45	48	37
Cases Denied/Moot	0	2	2 / 14
Cases Withdrawn	4	5	3
Continuances	10	1	15
Zoning Verifications		125	114
Fees Collected	\$9,975	\$18,176	\$20,752.95

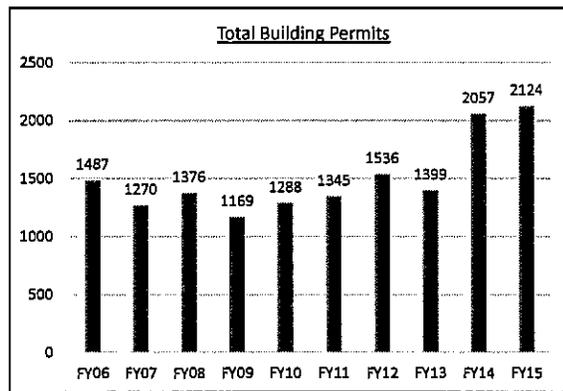
# BUILDING PERFORMANCE STATISTICS



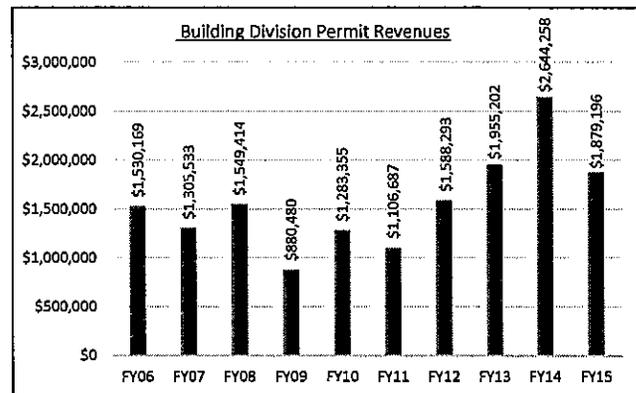
Benchmark - Permits:	1024
Most Recent:	1260
Change from Benchmark:	236
Change from Prior Year:	-39



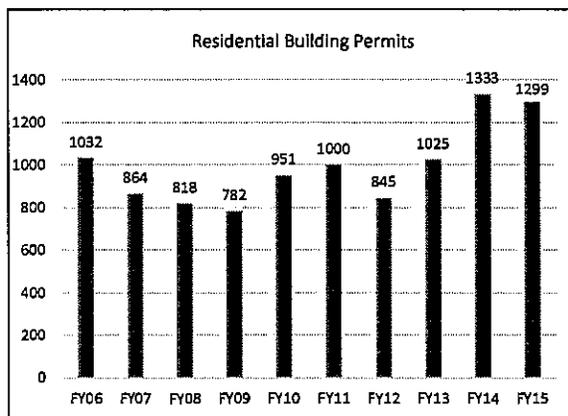
Benchmark - Permits:	1867
Most Recent:	1701
Change from Benchmark:	-166
Change from Prior Year:	-473



Benchmark - Permits:	1664
Most Recent:	2124
Change from Benchmark:	460
Change from Prior Year:	67

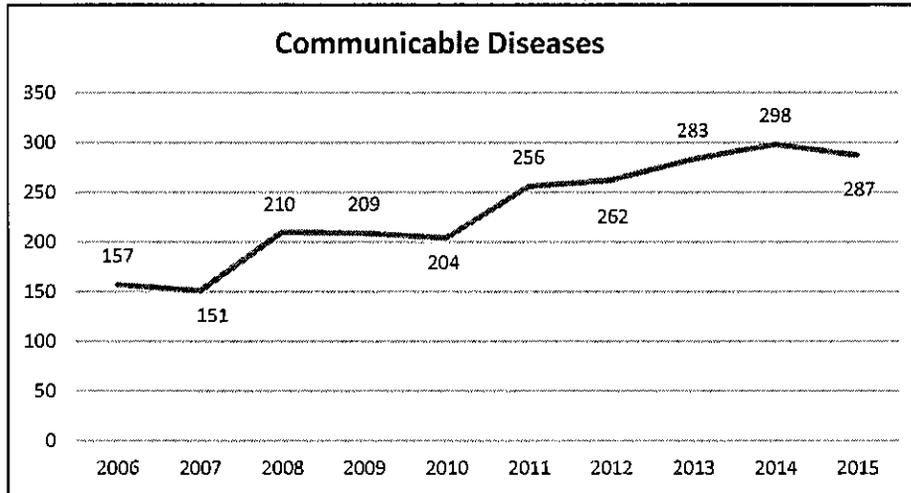


Benchmark - Permits:	\$2,062,584.00
Most Recent:	\$1,879,196.00
Change from Benchmark:	-\$183,388.00
Change from Prior Year:	-\$765,062.00

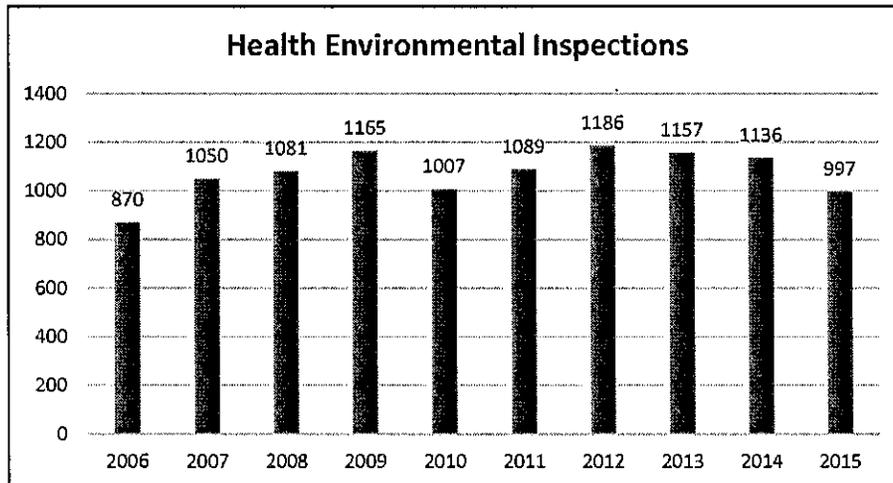


Benchmark - Permits:	1068
Most Recent:	1299
Change from Benchmark:	231
Change from Prior Year:	-34

# HEALTH DEPARTMENT PERFORMANCE STATISTICS

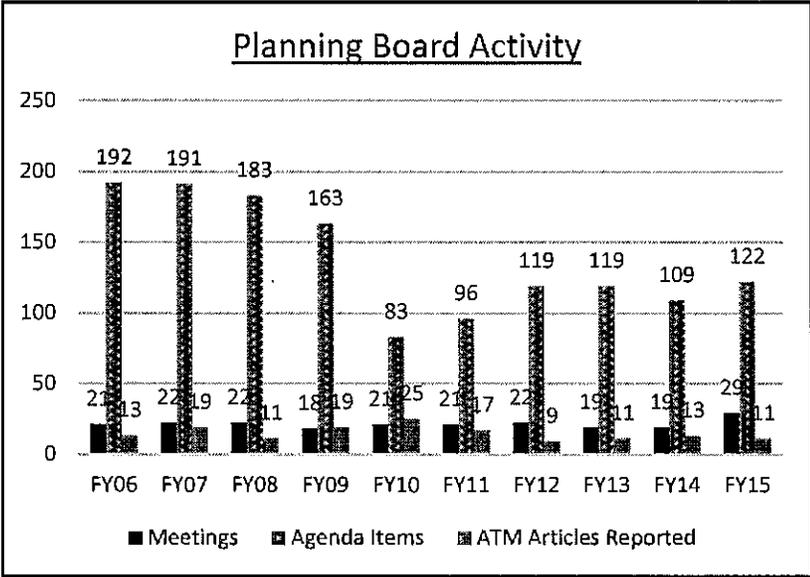


Benchmark - Diseases:	281
Most Recent:	287
Change from Benchmark:	6
Change from Prior Year:	-11

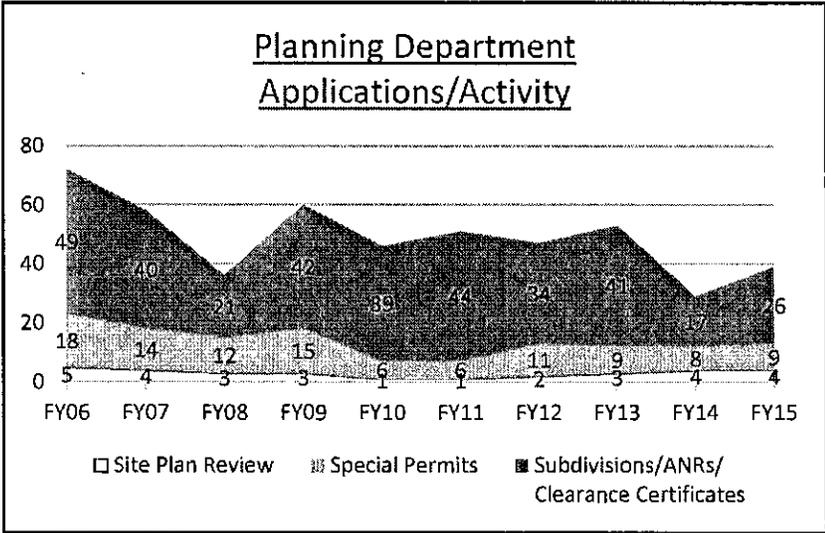


Benchmark - Inspections:	1160
Most Recent:	997
Change from Benchmark:	-163
Change from Prior Year:	-139

# PLANNING DEPARTMENT PERFORMANCE STATISTICS



Benchmark - Meetings:	20
Most Recent:	29
Change from Benchmark:	9
Change from Prior Year:	1



Benchmark - Certificates:	31
Most Recent:	26
Change from Benchmark:	-5
Change from Prior Year:	17

## **DIVISION OF COMMUNITY SERVICES**

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

Community Services, better known as Andover DCS, was established years ago as a traditional recreation department. As Andover grew, the department embraced a wider mission. Today, the Division is comprised of five full-time staff, hundreds of part-time adult and student employees, as well as vendors and volunteers who provide over 500 programs, events and trips for our residents each year. The DCS office is located on the second floor of the Andover Town Offices and offers customer service from 8:30 AM - 4:30 PM, Monday through Friday. Online registration for DCS programs is available 24/7 through the website at [AndoverDCS.com](http://AndoverDCS.com).

Daytime, after-school, evening, school vacation and summer vacation programs are held throughout Town. DCS utilizes Andover's fine public and private facilities including the public schools, the Greater Lawrence Technical High School, Sarkisian Driving Range and the Old Town Hall for its programs. Special events and concerts are held in The Park, tennis lessons and adult co-ed softball leagues are held at Recreation Park and swimming and boating programs take place at Pumps Pond. Outdoor sports programs for children are held on fields throughout the Town. Hundreds of non-credit, online courses are available each month for those with internet access from home or office workstations.

DCS continues to make improvements to Recreation Park and Pumps Pond. Improvements include upgrades to the waterfront area, landscaping and trimming paths in the woods to enhance the general appearance and accessibility of the complex. The beach area was updated with new sand and pond maintenance continued with hydro-raking and water quality monitoring. Recreation Park has a new pavilion with landscaping improvements scheduled for spring of 2016.

As Andover continues to grow and change, DCS adapts and changes to meet the needs of the community. Customer service has been improved by streamlining many of the registration procedures and office policies. More than 46% of all DCS registrations are being completed online allowing for after-hours and weekend registrations. The convenience of the DCS website and the online registration system benefit both the participants and the staff. An updated website is planned for the spring of 2016. Program information is easy to find and class information is but a click away. DCS can also be found on many social networking/media sites such as Facebook, Twitter, Instagram and Pinterest.

### **COMMUNITY DONATIONS**

Opportunities to help neighbors in need include the *Mitten Tree*, providing winter apparel at the holidays, *Holiday Gift Baskets*, providing comfort to Andover's elderly and *Campership* opportunities for children in need who are enrolled in DCS Summer programs.

## CLASSES AND PROGRAMS

A comprehensive seasonal program booklet is mailed to Andover residents three times a year: early January, June and September. Information for DCS programs, trips and special events for the upcoming season are found in the booklet. The current booklet and registration information can also be found at [AndoverDCS.com](http://AndoverDCS.com).

## COMMUNITY TRIPS

Each season DCS offers trips to a variety of locations. Some favorites include New York City shopping during the holiday season, Foxwoods Casino and a day trip to Nantucket Island. Children's summer trips include Canobie Lake Park, Sky Zone, Wingaersheek Beach, CoCo Keys and Water Country.

## SPECIAL EVENTS

DCS coordinates special events throughout the year that have become memorable family favorites. These programs are offered at minimal cost to residents and include a Spring Egg Hunt, spring and Fall Town Yard Sales, free Concerts in the Park series, Family Camp Out, Preschool Holiday & Park Events, Tot Time Workshops, Father/Daughter Holly Ball and North Pole Calling.

## YOUTH SPORTS LEAGUES

Preschool leagues include fall and spring Kickin' Kids Soccer, L'il Hoopsters Basketball, and Tot Shots Floor Hockey as well as spring Sandlot T-Ball. Over 400 pre-school age children participated in these leagues this past year.

The Bob French Basketball League is the town-wide recreational league available for elementary and middle school children. In the spring, a Lacrosse league for ages 5-8 is offered at Recreation Park. In the fall we offer a football league with 230 participants. Over 800 elementary and middle school children participated in these programs this past year.

## ADULT SPORTS LEAGUES

Various adult sports leagues are organized through DCS, including a Co-ed Softball League with 24 teams in the summer and 12 teams in the fall, a Pick-up Men's Basketball League that runs in the fall, winter and spring as well as a Co-ed Pick-up Pickle Ball League that runs in the fall, winter, and spring, and a drop-in session throughout the summer. Approximately 1,500 adults participate in these leagues each year.

### ENRICHMENT PROGRAMS

DCS enrichment programs are offered throughout the year for all ages. Children's programs feature opportunities in theater arts with Children's Studio for the Arts. Additionally, there is a host of art, dance, language and music lessons for both children and adults. DCS has expanded on new science workshops as well as new Babysitting courses.

### ONLINE AND SAT

DCS offers over 400 non-credit online classes. A few of the classes are Medical Terminology, Microsoft Excel, Medical Coding and Speed Spanish. DCS also offers SAT Verbal and SAT Math Prep courses throughout the year, along with Kaplan Prep Courses for high school age students.

### SKI/SNOWBOARD PROGRAM

The Bradford Ski and Snowboard Club is one of our most popular programs with almost 300 children participating from 10 different Andover schools, both private and public. This six-week program, for students with abilities from beginner through advanced, offers lessons, open ski/snowboarding and rental packages. DCS also offers discounted ski tickets to Attitash and Wildcat Mountains available for sale in the office.

### SUMMER PROGRAM

DCS offers a variety of exciting programs to keep the children of Andover engaged during their summer vacation. Listed below are just a few of the many programs offered:

- *Rec Park Playground* – Held at Rec Park and Pumps Pond, is available to children entering grades 1–6. It offers seven weeks of age-appropriate activities such as swimming, sports and arts & crafts.
- *All Day Discovery* – Held at Bancroft School, Rec Park and Pumps Pond, is a full-day, seven-week program for children entering grades K–6. They participate in tennis, swimming, boating, arts and crafts and a weekly field trip.
- *Outer Limits* – Held at Rec Park and Pumps Pond, is available to children entering grades 7-9. It offers seven weeks of age-appropriate activities such as swimming, sports and arts & crafts as well as leadership projects working with the community at summer park events.
- *Beach Buddies* - Held at Pumps Pond, provides both a full-day and half-day option for children ages 4-7. Activities include arts and crafts, age-appropriate activities, swim lessons and weekly special events.
- *Sports Programs* – Held in a variety of locations around Town, weeklong programs include Tennis, Football, Baseball, Soccer, Track, Archery, Fencing, Golf and Stand Up Paddle Board.

- *Programs for Younger Children* – Programs include Swim Lessons held at Poms Pond and other sports programs including Cheerleading, Pee-Wee Tennis and Kidsports held at various locations throughout the Town.
- *Science Programs* – Held as week-long or half-week programs at the Old Town Hall and/or Recreation Park, these offerings vary with interest focusing on engineering, robotics, Lego's, chemistry and life sciences for children ages 6-12.

## RECREATION FACILITIES

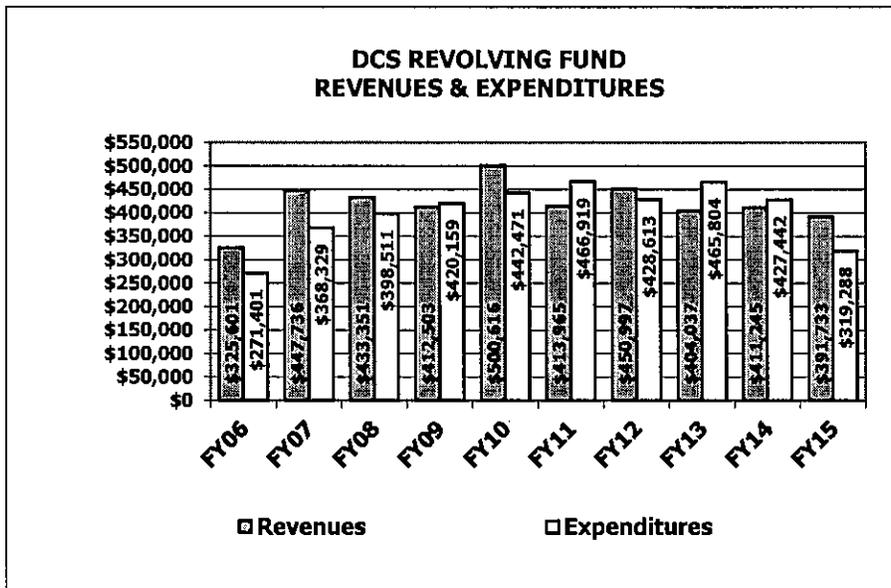
### RECREATION PARK

This large scenic park off Abbot Street is open to the public for a wide variety of seasonal recreational activities. Facilities include four lighted tennis courts, a ball field with lights for night games, lighted in-line skating rink, picnic areas, children's play area and restrooms. Whether you're looking to host a relaxing family picnic or an action-packed birthday party, Recreation Park is the perfect place to rent for your event.

### POMPS POND

Located off Abbot Street, Poms Pond offers a spacious beach area, picnic grounds, children's playground area, canoe, kayak, paddleboats, paddleboard, and sailboat rentals, along with recreational and instructional swimming. The complex, open mid-June through mid-August, includes a bathhouse with showers, restrooms, changing facilities, concession stand and first aid station. Andover residents may purchase beach stickers at the pond or in the DCS office. Over 350 residents purchased season passes in 2015. A daily rate is available for Andover residents and non-residents. Typically, around 135 people per day enjoy the Pond in addition to the hundreds of children who are onsite attending their summer programs. An Early Bird Special for the season pass is offered to Andover residents at a discounted rate each spring.

# DCS PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$422,093
Most Recent:	\$402,338
Change from Benchmark:	-\$30,360
Change from Prior Year:	-\$19,512

## DIVISION OF ELDER SERVICES

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

*The mission of the Division of Elder Services is 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.*

*The mission of the Council on Aging is to identify, develop, implement and advocate for programs and services designed to enhance the quality of life and independence of elders in the community and to provide a focal point in the community (The Center at Punchard) where these programs and services can be easily accessed by elders and their families.*

### THE GROWING COMMUNITY OF RESIDENTS OF 'SENIOR' STATUS

As the number of Andover residents presently or soon-to-be 60+ steadily increases, Elder Services faces the challenge of identifying resources for an increasingly diverse older population. How prepared are we to meet the various needs of a population whose ages range from 50 to 100+? What resources will be needed to support our oldest residents living independently in the community? Will Andover, as a community, be ready as more residents seek assistance, either for themselves or for family members? How do we entice residents aged 50+ to not only remain in the community but to also become more involved? The Elder Services Division continues to create and provide specialized programs and services in fulfillment of its mission, as laid out by the Council on Aging, following the charge of the March 12, 1966 Annual Town Meeting:

- Identify the total needs of the community's elderly population.
- Educate the community and enlist support and participation of all citizens about these needs.
- Design, promote or implement services to fill these needs or coordinate existing services in the community.
- Promote and support any other programs which are designed to assist the elderly in the community.
- Enlist and develop capable volunteers and professional leadership for the above purposes.

To accomplish these goals, programs are designed to promote good health and nutrition, access to services and community life, create volunteer opportunities, increase financial and personal independence and combat isolation. Elder Services continues to develop creative intergenerational programs serving both seniors and young people from pre-school to college age. An emphasis on health, wellness and nutrition programs provides a variety of opportunities to maintain, enhance and improve health. Continuing goals and objectives focus on improving social services, transportation, educational and recreational programs, intergenerational and volunteer opportunities and expanding outreach in the community.

The Council on Aging includes the Division of Elder Services with offices located at the Center at Punchard, Andover's *Senior Center* and the Council on Aging Advisory Board whose members are appointed by The Town Manager.

## CHALLENGES

According to the 2010 census, 6,447 Andover residents are over age 60, an increase of 28% over the 2000 census count of 5,045. (The overall population in Andover increased by 6% in that same timeframe.) Projections indicate that by 2030 over 25% of residents will be over age 60. Those who are over 85 as well as those who have recently or will soon attain “senior status” are the fastest growing groups within this cohort.

Cutbacks in funding and services at the state and federal levels, low interest rates, dramatic fluctuations in the stock market, no COLA adjustments for Social Security recipients, rising property taxes and escalating medical costs combine to place many, especially those living on fixed incomes in financial hardship. Yet this core group, whose contributions have made Andover the community it is today, remain fiercely independent and are reticent to request assistance.

## RESOURCES

Fees for services cover most program costs and are supplemented by coordinating programs with other community groups and agencies. Additional funding comes from many sources; grant funding, donations, the Town budget, formula grant funds from the *state's Executive Office of Elder Affairs*, our annual fair, advertisements in our newsletter and support from the *Andover Home for Aged People* and the *Andover Senior Community Friends*. Scholarships are available as well. Programs developed cooperatively with the Andover/North Andover YMCA, Elder Services of the Merrimack Valley and other community organizations provide access to a variety of programs and services that would otherwise be limited by space and economic constraints.

## ACCOMPLISHMENTS

Findings from the Senior Needs Assessment undertaken in partnership with the Center for Social and Demographic Research at the University of Massachusetts Boston focused on the key areas of Housing, Transportation, Community Involvement, Health and Well Being and Lifestyle. In response to survey results where 46% of respondents indicated they provide care and assistance for a family member and 72% felt that providing such care was very challenging, we received grant funding to reimburse caregivers for respite services.

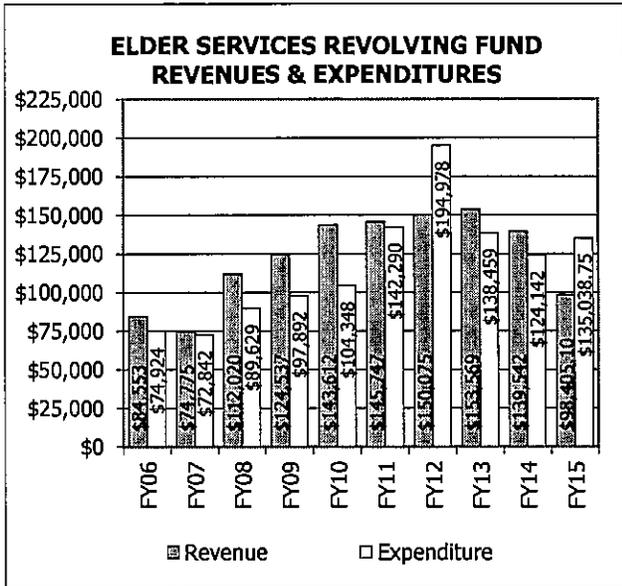
The Advisory Board continues to work with State Legislators on tax relief for seniors and with the Planning Division to create an In-Town Independent Living Overlay District to provide additional housing options for seniors looking to downsize.

Volunteer services continue to attract a large number of seniors who give back to the community, working in all School and Town Departments; 93% of those participating in the *SCRPT* Senior Citizen Residential Property Tax work-off program completed their assignments.

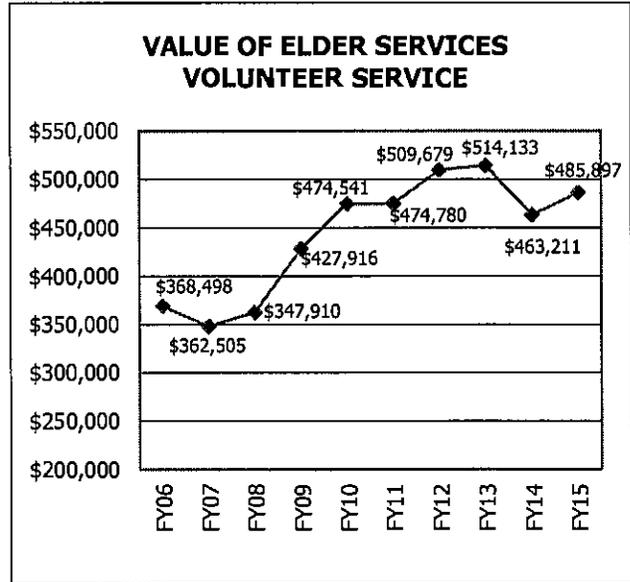
Collaborations with the growing number of older Asian residents have led to weekly ESL classes and an annual Chinese New Year celebration where they provide the entertainment sharing their music and culture.

Outreach through our newly designed website, [andoverseniorcenter.org](http://andoverseniorcenter.org), the monthly newsletter and monthly cable TV show “*Something About Andover*” emphasizes the wealth of experience shared by our older residents. This third phase of life is not the end but a continuation of the journey.

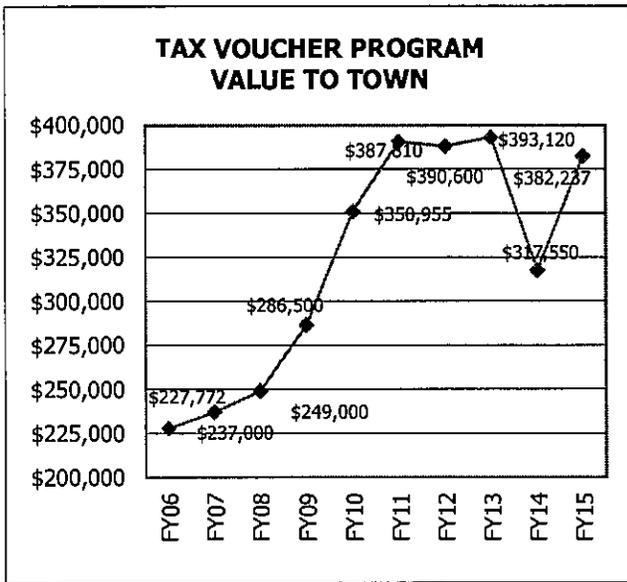
# ELDER SERVICES PERFORMANCE STATISTICS



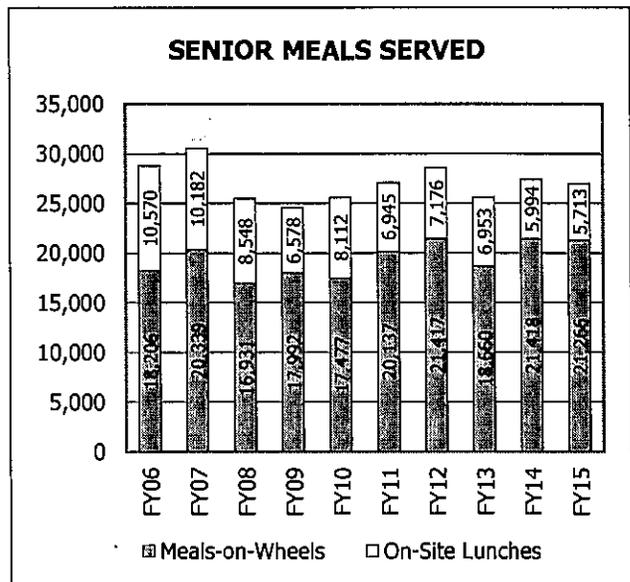
Benchmark - Revenue (prior 3-yr avg): \$147,729  
 Most Recent: \$98,405  
 Change from Benchmark: -\$49,324  
 Change from Prior Year: -\$41,137



Benchmark (prior 3-yr avg): \$495,674  
 Most Recent: \$485,897  
 Change from Benchmark: -\$9,777  
 Change from Prior Year: +\$22,686



Benchmark (prior 3-yr avg): \$366,160  
 Most Recent: \$382,237  
 Change from Benchmark: +\$16,077  
 Change from Prior Year: +\$64,687



Benchmark - Total Meals Served (prior 3-yr avg): 27,206  
 Most Recent: 26,979  
 Change from Benchmark: -227  
 Change from Prior Year: -433

## **DIVISION OF YOUTH SERVICES**

*Andover Youth Services (AYS) provides young people with 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.*

Andover Youth Services provides a comprehensive recreational, educational, social and support program for Andover's 11-18 year-old age group. AYS continues to develop purposeful experiences that allow young people to build new relationships, help to develop an identity, provide opportunities to exercise independence, offer physical activity through appropriate challenges and give participants a sense of belonging. All of these elements build a foundation towards a young person's positive development, builds a valuable connection to the community outside of school and constructively engages adolescents in meaningful activities.

AYS implements over 200 individual programs and events engaging over 6,500 participants annually. Support programs are the most essential element of the AYS organization. From thousands of hours of community service, to 24-hour crisis intervention, to mediation, the AYS staff spends countless hours with individuals or small groups dealing with a variety of critical youth development issues. AYS serves as a bridge between a young person's needs and the services that can help them become a well-rounded individual.

### **CORMIER YOUTH CENTER**

After 16 years of fundraising and over 2 years of construction, the Youth Services is happy to announce the opening of the Cormier Youth Center (CYC). The CYC was the first public/private project of its kind in Andover with funding coming from \$5 million in private donations, \$2 million in public dollars, and \$700,000 from a trust donation. Additionally, AYS raised over \$400,000 towards the completion of the final 2,500 square feet of the building. We look forward to the positive impact this facility will offer the community and young people of Andover.

### **ACCOMPLISHMENTS 2015**

- Created and implemented over 200 individual programs in four areas: recreation, social, support and education serving over 6,500 participants. Highlights include the RISE Summer Special Education Program, the Massachusetts Women's Conference, Special Field Games, and the field hockey, wrestling, volleyball, golf, ultimate, track, cross country and lacrosse sports programs.
- Worked with Town Departments and the School Department to accomplish several monumental tasks utilizing AYS staff and youth volunteers. These projects saved the town tens of thousands of dollars. Examples include: cleaning out Shawsheen School and moving several trailers of materials to Bancroft School, shoveling out Lovely Stadium at Andover High School to prevent collapse from heavy snowfall, shoveling out community ice rink in The Park, painting locker rooms and school railings and collecting and distributing items at Zero Waste Day.

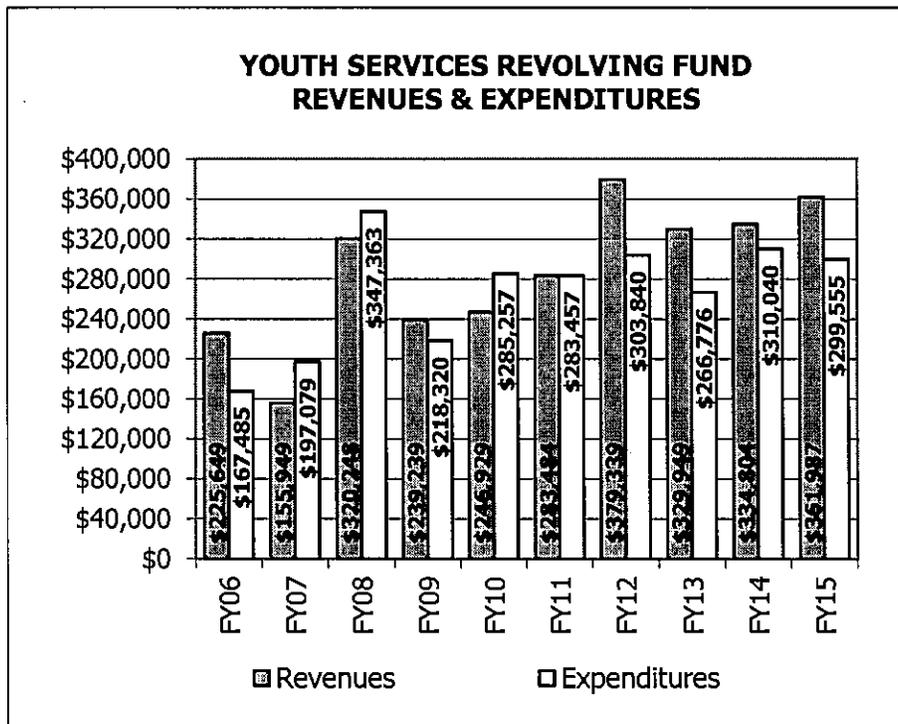
- After 17 years of heavy use and exposure to harsh New England climate, the ramps at the Andover Community Skatepark were in need of repair. Using CIP funds, the skatepark was repaired and resurfaced for the first time since its opening in 1998. The Skatepark is an unbudgeted recreational facility operated and sustained by the Andover Youth Services.
- CORE 4 – The AYS, Lawrence Boys and Girls Club, Andover/North Andover YMCA and North Andover Youth Services gathered together for a regional youth leadership experience in June. The groups shared ideas, experiences, and connections over a weekend on a Y camp on Lake Winnepesaukee with plans to continue building relationships and promoting a regional approach to youth development in the Merrimack Valley.
- Andover boys in grades 5 through 10 had a tremendous opportunity to meet and play lacrosse alongside boys from Harlem. We hosted boys in grades 6 through 8 from the Promise Academy in Harlem through the Harlem Lacrosse & Leadership organization for the weekend. The weekend culminated with the “One Nation Lacrosse Jamboree.”

The following activities exemplify the ingenuity and resourcefulness of AYS, the ability to work constructively with all Town branches and the ongoing effort to provide the best services to the citizens of Andover.

- ***Recreation Programs*** – Through recreationally-based experiences such as field trips, after-school experiences, vacation programs and outdoor adventures, young people are challenged both physically and mentally in a safe environment providing a gateway to self-discovery and building relationships.
- ***Sports Programs*** – AYS keeps young people active and engaged with youth lacrosse, wrestling, field hockey, track, cross country, ultimate golf and volleyball.
- ***Andover Skate Park*** – The Park offers lessons, clinics and contests throughout the summer months and gives young people throughout the Merrimack Valley a community venue to express themselves in diverse, dynamic and creative ways through skateboarding, music, painting and social events.
- ***Social Events*** – AYS’ dances, concerts, coffeehouses and community events create opportunities for young people to interact in a safe, supervised environment.
- ***Green Team*** – Trains young people in a variety of marketable skills preparing them to enter the workforce. Instructors provide role models that create connections to something positive and build lasting relationships.
- ***Troop KBG (Kick Butt Girls)*** – A girls leadership group that explores women’s issues, perceptions and how to break through stereotypes through action.

- ***Andover Youth Council*** – A leadership group that engages 25 high school students in relevant issues both local and worldwide and organizes community events and social functions year round. The Council inspires the students to become change agents in their community.
- ***Theatreworks*** – AYS works with youth behind the scenes as well as on-stage, utilizing adult mentors to help students of all ages gain knowledge and appreciation for working together in theater arts.
- ***RISE*** – Combining social skills training, therapeutic intervention and activity-based youth development, AYS developed and implemented an eight-week experience for the middle school and high school special education students in Andover. Participants were engaged in specific social skills and life skills groups and were able to practice their skills on a variety of trips and activities. The program saved the Town thousands of dollars by using local resources instead of hiring outside vendors.

# AYS PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$348,031
Most Recent:	\$342,247
Change from Benchmark:	-\$5,784
Change from Prior Year:	\$27,183

## **VETERANS SERVICES**

*The mission of the Veterans Services Office is to do whatever is necessary to provide Andover veterans with benefits, entitlements and services whether they be medical, administrative, financial or quality of life.*

The Veterans Services Office provides or coordinates all state and federal financial, medical and administrative benefits to Andover's 3,300 veterans and their families.

State Benefits - In 2015 the office responded to numerous Public Assistance requests from veterans for fuel, food, housing, burials, medical needs and other under Massachusetts General Law Chapter 115 (M.G.L. C115). This Public Assistance program is paid for by the Town and reimbursed 75% by the State under M.G.L. C115. Veterans' Public Assistance caseload increased in FY 2015. The Veterans Office managed recurring Public Assistance Cases, for veterans and/or their families, throughout the year, culminating in over \$112,000 disbursed to veterans and their dependents.

Federal Benefits - Obtaining Federal Benefits for local veterans is a priority in the office to include service-connected disability claim processing. Andover residents receive over \$2 million dollars in tax-free Federal veterans' benefit dollars annually – mostly through service-connected disabilities and widows' pensions.

The office also planned and coordinated the patriotic ceremonies in observance of Veterans Day, Memorial Day, Flag Day, September 11<sup>th</sup>, Annual Veteran Recognition Luncheon and placed flags on the graves of veterans buried in Andover. Veteran involvement with school assemblies and other civic activities during the year were also handled by the Veterans Services Office.

Highlights of 2015 included hosting the United States Air Force Band from Washington D.C. for a patriotic concert at the Collins Center. The Heroes Among Us Project continued with documenting our veterans' history and publishing of *Heroes Among Us – Book 7*, a book spotlighting our living Cold War Veterans. Twenty Andover veterans allowed us the privilege to document their service to the nation and we formally recognized them on Veterans Day. Further acknowledging Andover's heroes, the town dedicated Deyermund Park and Memorial. This park and memorial recognizes Andover's last Vietnam War casualty - Warren "Buster" Deyermund. A multi-year initiative for the Director of Veterans' Services has been to improve office recordkeeping; specifically veterans records. As such, efforts to align the Veterans' Office records with the 10 town cemeteries are now complete and town veterans' records have increased to over 10,300 which reflect over 3,800 veterans buried in our town cemeteries. Additionally the office was active in the local coordination of the Commonwealth of Massachusetts Afghanistan/Iraq "Welcome Home Bonus Program" which pays service members deployed to combat zones a \$1,000 bonus, and those called to active duty outside combat zones, \$500.

Eighty one Andover veterans died during 2015. These veterans served from WWII through the Vietnam War. The Director of Veterans' Services also serves as the Town's Graves Registration and Burial Officer.

**KEY SERVICES:**

**State Veteran Public Assistance Benefits (Massachusetts General Law C115 / MGL C115)**

Outreach, Intake and Counseling, Public Assistance Disbursements and Semi-Annual Audits

**Federal Veteran Benefits (Veterans Administration / VA)**

Disability Claim Processing, Health Care, Burial and Widow's Pension Processing and Grave Marker Applications

**Graves Registration**

Veteran Funerals, Family Burial Counseling, Necrologies and Records Management for over 10,000 Veterans (living and deceased)

**Committees and Coordination**

Patriotic Holiday Committee, Elder Services and local Veterans' Groups

**Patriotic Programs and Ceremonies**

Memorial Day, Veterans Day, Patriotic Concerts, September 11<sup>th</sup> Remembrance, Annual Veterans' Luncheon and other

**Memorial Care**

Monument oversight, dedication as needed and Veterans' Grave flags (10 cemeteries and over 3,800 veteran graves)

## ANDOVER VETERANS DEATHS

<u>Name</u>	<u>Branch</u>	<u>Service Era</u>
ALLEN, JAMES E.	ARMY	KOREA
ANDREWS, JASON I.	ARMY	KOREA
ASGEIRSSON, STEPHEN J.	AIR FORCE	VIETNAM
AUDESSE, HENRY D.	NAVY	WW2
BEAUMIER, THOMAS J. JR.	NAVY	KOREA
BELLOIR, SHIRLEY R.	ARMY	KOREA
BERNARDIN, RICHARD A.	ARMY	WW2
BLAINE, GEORGE A.	NAVY	KOREA
BOEHLER, ALICE M.	NAVY	WW2
BURNS, CHARLES E.	NAVY	WW2
BURNS, ROBERT E.	NAVY	WW2
BYERS, CARL J.	ARMY	PEACETIME
CAMPBELL, COLLIN R.	NAVY	WW2
CAVALLARO, JOHN R.	ARMY	VIETNAM
CLINTON, JOSEPH A. JR.	AIR FORCE	KOREA
CONNORS, MAURICE	NAVY	WW2
CONROY, HERBERT J.	ARMY AIR CORPS	WW2
COOMBS, ROY E. JR.	NAVY	WW2
CRONIN, DONALD M.	AIR FORCE	VIETNAM
D'AMELIO, ANTHONY D.	ARMY	WW2
DAVIES, THOMAS J.	ARMY AIR CORPS & AIR FORCE	WW2, KOREA & VIETNAM
DEARBORN, LAUREN R.	NAVY	WW2
DELAGE, IRENE F.	NAVY	WW2
DEMERS, JAMES A.	ARMY	VIETNAM
DENONCOURT, WILLIAM R.	ARMY	KOREA
DERBY, JAMES H.	ARMY	WW2

DEYOREO, SALVATORE JR.	ARMY AIR CORPS	WW2
DUNBAR, DOUGLAS M.	NAVY	WW2
DURKIN, CHARLES	NAVY	KOREA
EPSTEIN, MARTIN E.	ARMY	WW2
FASCIONE, JAMES P.	ARMY	KOREA
FAZIOLI, CLIVE B.	NAVY	WW2 & KOREA
FITZPATRICK, ALAN J.	ARMY	KOREA
FOOTE, LEONARD B. JR.	AIR FORCE	KOREA
GLINES, ARTHUR B.	NAVY	WW2
GRASSO, GERALD A.	COAST GUARD	KOREA
GRIFFIN, LEO F.	AIR FORCE	KOREA
GUERRERA, JOSEPH F.	ARMY	WW2
HADAD, DAVID J.	ARMY	WW2
HAMEL, JOHN S.	ARMY	KOREA
HESELTINE, GEORGE E.	AIR FORCE	VIETNAM
HILL, LEONARD	NAVY	PEACETIME
HUBERDEAU, NORMAN E.	NAVY	WW2
HULTSTROM, GORDON E.	ARMY	PEACETIME
JOHNSON, ROLAND W.	NAVY	KOREA
KELLEY, GEORGE D.	AIR FORCE	VIETNAM
KOCH, ALFRED A .	ARMY	WW2
LALLY, KENNETH F.	AIR FORCE	PEACETIME
LAMONTAGNE, JOSEPH A	ARMY	WW2
LOSCUTOFF, JAMES JR.	ARMY	KOREA
LYONS, JOHN J.	ARMY	WW2
MACDONALD, DAVID JR.	NAVY	WW2
MACLAREN, ARCHIBALD D. JR.	ARMY AIR CORPS	WW2
MCAREE, WILLIAM L.	ARMY	WW2
MELI, JOHN J.	ARMY	KOREA

MORRISROE, LAWRENCE P	ARMY	WW2
MULVEY, DONALD J.	ARMY	KOREA
NEEDHAM, MAURICE EMERSON	NAVY	WW2
OLDAKER, WARREN H.	NAVY	WW2
POTHIER, FRANCIS A.	ARMY	VIETNAM
PROCTOR, HOWARD M.	ARMY	WW2
REGAN, JOHN V.	NAVY	KOREA
ROBERTSON, PETER JR	AIR FORCE	KOREA
ROGERS, JOSEPH S.	ARMY	WW2
ROY, RICHARD A	AIR FORCE	VIETNAM
RUSSEM, JEROME G.	ARMY	WW2
SAWAYA, MITCHELL F.	ARMY	WW2
SCHWARTZ, JOSEPH D.	AIR FORCE	VIETNAM
SHAPIRO, JOHN S.	NAVY	WW2
SHARPE, ROY A.	AIR FORCE	VIETNAM
SIOPE, THOMAS F.	ARMY	VIETNAM
SIROIS, LOUIS J.	ARMY	KOREA
SKEIRIK, GEORGE E.	ARMY	KOREA
SMITH, DONALD D	NAVY	VIETNAM
SULLIVAN, JOAN F.	ARMY	WW2
TASSINARI, ROBERT P.	ARMY AIR CORPS	WW2
THEBERGE, CLEMENT L.	NAVY	WW2
THOMSON, JOHN D.	NAVY	WW2
TOWNSEND, JOHN D. SR.	COAST GUARD	WW2
WELCH, FREDERICK K.	NAVY	WW2 & KOREA
ZAPPALA, ALFRED G.	ARMY	KOREA

## ANDOVER PUBLIC SCHOOLS

*“Every Child, Every Day, Every Way”*

*The mission of the Andover Public Schools (APS), in partnership with the entire Andover community, is to educate by engaging and inspiring students to develop as self-reliant, responsible citizens who are thinkers, problem solvers and contributors prepared to participate in an evolving global society.*

The 2015 year was a productive one for the Andover Public Schools with many positive changes, including new leadership for the district. Upon my arrival last summer, the strongest and most consistent messages I heard were first, everyone’s pride in the district’s rich history and its current performance, and second, their confidence in the APS staff members, who are obviously doing a lot of things right and also doing them well.

APS teachers, administrators and support staff are united in a shared commitment to our mission of educating students by engaging and inspiring them to develop as self-reliant, responsible citizens who are thinkers, problem solvers and contributors prepared to participate in an evolving global society. We are proud that the core values long associated with APS continued as priorities during 2015: *High Achievement for All, Teaching Excellence, Innovation, Respect and Responsibility*. I am grateful for the opportunity to continue leading the district toward its goal of educating every student to the high level that our community expects and deserves.

As you read this 2015 Annual Report, you will understand why our district is counted among the best in the region, state and nation. Several factors have contributed to our success, most notably our talented, results-oriented faculty who are committed to their craft and their students; our energetic and resourceful administrative team; our innovative curriculum and instruction; targeted and relevant professional development; our bright and ambitious students who excel in both academics and athletics; meaningful parental involvement that fosters a strong school-to-home partnership; and active support from our community leaders.

### **2015 Highlights**

#### **Recognitions**

APS students and staff distinguished themselves through an array of awards and other recognitions of their outstanding accomplishments.

- ❖ Teacher Cheryl Todisco was named the Massachusetts Association for Health, Physical Education, Recreation and Dance (MAHPERD) Health Educator of the Year.
- ❖ Two staff members were selected as State Coaches of the Year: Mike Wartman for Boys Tennis and Marylyn Fitzgerald for Girls Swim.
- ❖ Andover High School (AHS) student athletes captured several state championships, including Girls Swimming, Girls Outdoor Track, Girls Tennis, Boys Outdoor Track and Boys Indoor Track.

- ❖ Boys Indoor Track also won the National Championship for the Boys 4-by-55 meters shuttle hurdles event.
- ❖ Victor Zhang won the National Latin Exam Book award, the first student at AHS to win the award after earning four consecutive Gold Medal Summa Cum Laude honors during his high school career. Students winning Magna Cum Laude honors include: John Crowley and Arthur Yee, while Jesse Girrell, Daniel Combs, and Molly Rocca, Kim Feng, Caroline Droof and Vishnuteja Chavva each received Cum Laude certificates.
- ❖ Several AHS students have earned a Certificate of Distinction for Superior Performance on the American Mathematics Contest, qualifying to compete in the American Invitational Mathematics Exam. They include: Justin Bacchi, Rishav Ghosh, Victor Zhang and James Zhou.
- ❖ AHS students Justin Bacchi, Eli Gukovsky and Victor Zhang each received a certificate of merit for outstanding achievement and James Zhou received a Citation of Finalist for Outstanding Achievement on The Math Olympiad.
- ❖ Two AHS students, James Zhou and Victor Zhang, earned the Massachusetts Mathematics League Award for Top 50 in the state.
- ❖ AHS seniors Cassidy Chapman and Rebecca Lee published essays on psychology-related websites/blogs. Both students had written the essays in their Psychology class. Cassidy's essay, *Autism: The perplexing epidemic*, can be found on the [Age of Autism](#) website. Rebecca Lee's essay, *Parkinson's disease: Causes and prevention*, was published on the [National Parkinson's Foundation](#) blog.
- ❖ Art, music and drama students continued to distinguish themselves. AHS students won 6 Gold Key Awards, 12 Silver Key Awards and 24 Honorable Mentions from The Boston Globe in visual arts and writing. AHS Marching Band earned a Gold Medal, two Silver Medals and a Bronze Medal in local and regional marching band competitions. AHS Show Choir received Bronze, Silver and Gold medals in the Mill City Show Choir festival, with Dylan Millis named best male soloist. The Choir also received a Judges' Award for best quintet and best use of color on stage.
- ❖ Students throughout the district were honored to have their work appear in *Apple Sauce*, a literary magazine published by the CREST Collaborative.
- ❖ Several teachers and students throughout the district were selected to participate in the New England Arts for Literacy Program, funded through a grant from the U.S. Department of Education. As a result, we are part of a collaborative effort to bring the arts and literature together in exciting ways.

- ❖ As a result of redistricting, the newly constructed Bancroft School welcomed staff, students and parents from the Shawsheen, South and West Elementary Schools, successfully creating a new school culture with the theme “Together We Can Make It Better.”
- ❖ Students at the Bancroft School were invited to participate in the Massachusetts Children's Book Awards Voting Celebration, sponsored by Salem State College for students in grades 4-6 throughout the state. To receive an invitation, a student must have read at least 5 of the 25 books nominated. Forty students from Bancroft's fourth and fifth grades qualified and voted for their favorite book to become the Massachusetts Children's Book of the Year.
- ❖ Students at the South School also were invited to participate in the MA Children's Book Awards. A total of 20 students from South School qualified and voted for the Best Book in Massachusetts.
- ❖ Thirty-three South School students participated in the Mathematical Olympiads (MOEMS) Program, earning a team plaque award for total scores in the top 10%. Three students placed in the top 2% in their division, Lucas Bacchi, Alicia Li and William Yue, with William earning a perfect score.
- ❖ West Elementary School had 150 students on the Continental Math League (grades 2/3) and Math Olympiad (grades 4/5). The Grades 4/5 Math Team scored in the top 20 percent in the world. In addition, the school was honored to have its first perfect score by a female Olympiad, Isabelle Tu, who won the Dr. George Lenchner Award.
- ❖ Two Doherty Middle School students were recognized in the 2016 Scholastic Arts and Writing Awards for Honorable Mention, Silver Key and Gold Key.
- ❖ A total of 76 West Middle School students participated in the American Mathematics Competition and many scored in the top five percent in the country. One student, eighth grader Sebastian Zhu, scored in the top one percent.
- ❖ The West Middle School Math Counts team placed second overall out of 19 teams and 150 participants in the Northeast Regional Math Counts competition. In addition, Sebastian Zhu placed first overall individually.
- ❖ West Middle School seventh grader Caroline Chen won first place in the Harvard Club Merrimack Valley 2015 Essay Contest.
- ❖ Several schools in the district hosted students from Korea for a five-week visit.
- ❖ All three middle schools—West, Wood Hill and Doherty—participated in THINK Week, an initiative that promotes responsible and appropriate behavior among students using technology. The schools, along with the APS directors of Digital Learning, social work and health, hosted a conversation that engaged students from grades five through eight, along with their parents and teachers, in activities and discussions around the responsible use of social media.

### **By the Numbers – Selected Statistical Information**

The 2015 in-district enrollment for APS totaled 6,075, including 2,766 students in pre-kindergarten through grade five; 1,512 students in grades six through eight; and 1,797 students in grades nine through twelve. Additionally, 90 students from the Andover district were served through out-of-district placements.

APS consists of one preschool, five elementary schools, three middle schools and one high school. In addition, APS is a member of the Collaborative for Regional Educational Services and Training (CREST) for special education, and the Town of Andover is one of the founding members of the Greater Lawrence Regional Vocational Technical School. The day-to-day operations of APS are under the leadership and supervision of the Superintendent, Dr. Sheldon Berman. The Andover School Committee members are Ann W. (Annie) Gilbert, Chair; Joel Blumstein, Vice Chair; Paula Colby-Clements; Susan McCready; and Ted Teichert.

#### ❖ Enrollment Trends

October 1, 2015 – 6,165

October 1, 2014 – 6,116

October 1, 2013 – 6,262

#### ❖ Graduation Rates – Class of 2015

Enrolled in postsecondary education: 96%

Four-Year College 91%

Two-Year College 4%

Post-Graduate 1%

Not enrolled in postsecondary education: 4%

Still in school 3.00%

Earned a GED 0.70%

Non-graduate completers 0.20%

Dropped out 0.10%

#### ❖ SAT Scores – Class of 2015

Critical Reading 567

Mathematics 585

Writing 566

#### ❖ Advanced Placement – Class of 2015

452 students took 791 exams

Average Score: 3.97 out of 5.00

AP Scholars: 141

#### ❖ National Merit Scholarship Program – Class of 2015

3 Semi-Finalists

35 Commended Students

## **Curriculum and Instruction**

Curriculum Advisory Boards continue to work as a collaborative team to develop strong curriculum, instruction and assessment practices in all areas of the curriculum. A critical goal has been to help students develop the ‘habits of mind’ that underlie the 4 C’s –critical and creative thinking, effective communication, collaborative problem solving, and responsible citizenship – needed to thrive in an increasingly complex and evolving global society. APS has made significant strides including:

- ❖ Developing a well-sequenced PK-12 curriculum, instruction and assessment system that is relevant, rigorous and consistent. A support staff in the form of PK–12, 6–12, or PK–5 Program Coordinators and Directors has been secured to lead the research, development and implementation efforts. Coordinators serve in all of the 6–12 or K-12 content areas, with the exception of PK-5 Social Studies.
- ❖ Implementing Project-Based Learning, with professional development provided by the Buck Institute from California. The district has provided more than 70 middle school teachers and 25 elementary and high school teachers with professional development that builds their baseline understanding of the methodology. In addition to the focused professional development, three of the six early release days in the past three years have been devoted to teachers working collaboratively to create curriculum units that utilize this form of instruction.
- ❖ Creating new pathways at the high school and through the emerging partnerships that have been formed by means of externship and internship programs. The high school implemented Global Pathway, which currently enrolls 25 students. This pathway and the Environmental Sustainability Internship Course are two ways the school has opened its doors and created partnerships that offer our students opportunities to engage and serve the community.
- ❖ Continuing research and implementation of a robust world language program at the elementary level, plus increasing time at the middle level to foster global awareness. Global citizenship necessitates that all of our students be familiar with cultures as well as languages.

Assessing student growth, analyzing assessment data, and reporting results are critical facets of the instructional process. Common assessments are in the process of being developed and administered in each of the core courses across the district. Secondary social studies teachers created sets of document-based questions and are able to assess specific skills using a variety of documents. English teachers have collaborated on key topics about which to develop open-response questions that allow students to express what they know in greater depth. Math and science teachers identified concepts and created pre- and post-exams that measure growth. In addition, reading data teams were established at elementary schools to assess student progress. To better enable parents to access their student’s performance, the district provided a parent portal on ASPEN at all levels.

Over the past five years, APS has created programs such as the following to better address the needs of specific groups of learners.

- ❖ For students with dyslexia and/or related language-based learning disabilities, the district has established a language-enriched academic program (LEAP) at all levels beginning with grade 3.
- ❖ The district collaborated with North Andover to launch the Transition Opportunities Program (TOP) to serve young adults (ages 18-22) with disabilities by enabling them to reach their potential through the development of daily living skills, personal-social skills and occupational skills.
- ❖ For students in grades 9 through 12 who struggle with anxiety and its impact on their ability to attend school, the district has initiated a transition program that allows students to ease back into the high school setting and supports them through this process. The district continues to research ways this program can be scaled for students in grades 7 and 8.
- ❖ Andover has experienced a significant increase in English Language Learners (ELL). As a result the English as a Second Language program has gone through major structural changes to ensure its effectiveness and efficiency. In the coming years, this program will undergo a formal review of curricular and instructional practices to identify ways we can further improve the program. The Department of Elementary and Secondary Education has a relatively new mandate that any core academic teacher who has had or currently has an ELL student in his/her classroom must participate in a Sheltered English Immersion Course. DESE also requires non-core teachers to participate in an experience that will provide a basic understanding of how the ELL student learns. Through the APS staff development program, we have been able to support this mandate using our staff and our facilities.
- ❖ Andover students have a variety of new opportunities to flex their thinking. Each of the elementary schools has devoted time and energy in researching and piloting how teachers and students can utilize Maker Studios to increase creative problem solving in the areas of design and engineering.
- ❖ The middle schools have revamped the engineering program to expand the LEGO Mindstorms robotics program, which builds on the elementary problem-solving experiences.
- ❖ At the high school, specific smaller programs are being piloted. For example, we are developing curriculum for the Andover Innovation Lab and we are piloting senior Capstone projects, many of which will be research-based. These programs will serve as foundations upon which to build additional experiences that give students a chance to apply their learning outside the school walls and beyond the school day.
- ❖ In addition to these in-school opportunities, the district offers Dual Enrollment for interested and qualified students through programs such as edX Online Learning, Brigham Young Online Learning, Merrimack College, Middlebury Interactive, etc.

Our schools are committed to the social-emotional wellbeing of all students. To help achieve this goal, programs have been put in place at appropriate grade levels.

- ❖ The elementary schools have used the Open Circle Program for the past six years and it continues to be a part of the school culture and part of the school day.
- ❖ The three middle schools make consistent use of a student advisory program. In addition, each of the middle schools provides unique opportunities for students to develop their leadership capabilities. Wood Hill incorporates this concept through Crew Time, Doherty through ITT (Integrated Team Time), and West Middle through individual initiatives such as the WEB (Where Everyone Belongs) program. The WEB program has been so successful that the other middle schools are considering adopting it.
- ❖ The high school has been researching ways to increase personalization. The administration, faculty and staff have created a powerful plan for an advisory program that would be implemented in the 7 + H schedule.

### **Professional Development**

We are committed to supporting all of the APS staff in their quest for professional growth that will enhance their job performance and job satisfaction.

- ❖ To support our instructional staff as they tackle new responsibilities, we have developed one handbook that details the special education referral process and another handbook that explains the tiered instruction model.
- ❖ Professional development has been provided on a wide array of topics, such as Writer's Workshop, high school advisor/advisee programs, iAndover, Math Infocus, Foss Science, Open Circle, the Alice Program, supporting students with dyslexia and effective use of special education leadership teams.
- ❖ Professional days have been provided to enable teachers to collaborate in accomplishing specific tasks such as the development of common assessments, understanding issues related to the high school schedule, making plans for the K-8 peace conference, and coordination of the middle school and high school health curriculum.
- ❖ Teachers and other staff made effective use of early release days to learn about such topics as Project-Based Learning, Tier II interventions, Wida Standards and ACCESS analysis. Instructional aides used an early release day to gain knowledge and skills related to behavior management strategies, special education laws and technology in the classroom.
- ❖ The Digital Learning Team provided an ongoing array of professional development opportunities to support APS teachers, support staff, and administrators in the integration of technology into teaching and learning and into business and administrative functions.

### **Collaboration and Communication**

Collaboration with community partners is and will continue to be a key element in the successful implementation and expansion of many of our curricular initiatives. APS stands committed to identifying mutual needs and opportunities for collaboration and partnerships with parents, citizens, volunteers, business and community partners. As mentioned earlier, successes to date include our partnerships with Merrimack College, the Andover Coalition for Education and the Andover Service Club, community and business organizations such as Rotary and the Economic Development Council, a number of local companies and other schools/districts such as North Andover and Lawrence.

It is critical that APS engage the parent community, community at large, and local town government in developing a strong collaborative partnership that supports the work of the public schools and public school educators.

- ❖ The district collaboratively participates in a number of town and school groups such as the Chairs' meetings, the Tri-Board meetings and regular meetings with town staff and leaders.
- ❖ The school, town and community collaborated to design, fund and build the new Bancroft Elementary School facility.
- ❖ The district and town are continuing to grow their collaborative work through a common facility planning initiative, a communications task force and shared staff positions.

The district is working to strengthen its communications systems, strategies and partnerships with parents, the community and town officials. It is essential that the district disseminate information about the schools, solicit feedback from all constituents, and engage the community in the goals and work of the school system. To accomplish this, APS has done the following:

- ❖ The district uses the APS website, APS email and voicemail and the Connect5 notification system to communicate with staff and parents.
- ❖ Student work, teacher initiatives, and staff, school and district achievements are highlighted at faculty meetings, school committee meetings and community venues.
- ❖ A parent portal has been fully implemented to provide parents with online access to student information.
- ❖ The strategic plan is updated yearly and posted on the district website.
- ❖ A Communications Task Force is being convened to create a better two-way communication system that solicits input from constituents and the community.
- ❖ A practice has been initiated to hold parent and community forums to solicit input on significant district issues, such as the meetings that were held to discuss an accelerated math program at the middle school and the facility master plan.

## **Student Services**

The Special Education Department provides a range of special education service to 1,160 students with disabilities ages 3-22 who are eligible for special education. The services may range from general classroom accommodations to highly specialized programs provided in settings outside of the public schools. APS provides 93 students with full academic programs outside of their neighborhood school and the district. APS is a member of the CREST Collaborative, a partnership between a number of northwest and northshore cities and towns that provides specialized programs for low-incidence high-need populations of students.

A goal of the district is the successful inclusion of children with disabilities in the general education classroom. Research and experience reveal that students of all ages benefit from socializing and learning side by side with their peers. The district strives to create safe, healthy classrooms in which all students can learn and benefit from skillful teaching, rich curriculum and engagement with their peers. In some instances, this may involve the need for specialized staffing. The district also continues to have a significant number of students with Autism Spectrum Disorder.

Prepared with the knowledge that the community has high expectations for student learning and achievement, the department is committed to providing high quality programs for students who necessitate a complex, multi-disciplinary approach. The district continues to support in-district programs, enhancing services to provide challenging academic settings and emotional supports and services to children and families. The district provides and is committed to building capacity for all staff by utilizing professional development and in-district expert opportunities to train all staff in improving ways to address the needs of students with learning disabilities, cognitive impairments and those on the Autism Spectrum. In addition, the department has provided training to support additional therapeutic and behavioral intervention resources for those with social/emotional/ behavioral needs and provided appropriate resources for students who are medically fragile.

The Andover Public Schools participated in a Coordinated Program Review (CPR) in May 2015, after having submitted a self-assessment to the Massachusetts Department of Elementary and Secondary Education (DESE). Several program areas were reviewed, including special education, English language learner education and civil rights. Where requirements were found not implemented or partially implemented, the district proposed to the Department a corrective action plan to bring those areas into regulatory compliance. The district's corrective action plan as well as the progress reports were accepted and approved.

Continued compliance with special education processes is being enhanced and standardized across the district through the development of a comprehensive special education procedural handbook for staff and a corollary procedural handbook for parents containing the necessary information to help navigate the special education process. The department has also contracted with a consultant to review the district's language based programs to determine how we might enhance our programming and improve results based on the outcomes of the review. In addition, the Director, Assistant Director and Special Education Program Heads have developed a detailed transition planning process for students moving up to the next level that utilizes the progress data which is based upon the goals and objectives as outlined in student IEPs. Finally, workshops,

trainings and conferences have provided staff with additional knowledge in the content areas of reading, math and writing along with training in specific disability categories of learning disabilities, health, autism; and social/emotional, communication and cognitive impairments and specific structured, research based, multi-sensory approaches in reading, written language, etc.

### **New Programs and Initiatives**

APS prides itself on honoring and retaining its rich traditions while eagerly embracing the very best of the new ideas and strategies that promote teaching and learning. Following are some, but certainly not all, of the new or nearly new programs and initiatives that are underway in our district.

- ❖ APS was awarded a four-year New England Arts for Literacy (NEAL) grant from the United States Department of Education. This Arts Education Model Development and Dissemination (AEMDD) project is a collaboration among the Andover and Salem public schools and the Quaboag Regional Innovation District, in partnership with the Addison Gallery of American Art, the Peabody Essex Museum (PEM), the Springfield Museums and a team of arts education professionals. The project's goals include the fostering of teachers who can connect literacy, the arts and other content areas; the development of classrooms with positive climates and the capacity to offer high-quality, technology-embedded integrated arts curricula; the nurturing of students who are engaged in learning with a high academic self-concept and excellent reading comprehension.
- ❖ Maker Studios have been created across all school levels. Funded by the Andover Coalition for Education (ACE), Maker Studios provide an opportunity for students and faculty to collaborate and engage in hands-on learning related to the science, math, and arts and literacy curriculum across the district. Noted for self-directed learning and collaboration, maker spaces emphasize learning through making, with innovation and design as the end goal.
- ❖ The AHS Endorsement of Global Engagement (EGE) program has 26 tenth graders enrolled. This year the EGE program was able to enlist OneWorld Classrooms, an Andover-based organization, as a partner that helps students to complete their global service requirement.
- ❖ Also at AHS, the Global Pathways Initiative was revamped to focus on providing students with several different experiences in areas of study.
- ❖ The district Global Engagement Program received a student teacher from Spain, who was generously hosted by an Andover family. During her practicum, she collaborated with the Wood Hill Middle School, Doherty Middle School and AHS world language departments.
- ❖ In addition, the district Global Engagement Program facilitated a five-week stay by 21 elementary and middle school students from Korea, as well as a two-day visit to AHS of 40 students from China. These visitors provided Andover students and families the opportunity to experience international contacts and participate in global engagement.

### **Spotlight on Andover High School**

Accredited by the New England Association of College and Secondary Schools, Andover High School (AHS) is a four-year suburban public high school. The school has been recognized by MassInsight with a Vanguard Award for outperforming other high schools with similar demographics. The Massachusetts Department of Education selected the high school as one of 12 schools, only three of which were high schools, to receive a Compass Award for performance beyond what is expected. Most recently, the school was awarded the Environmental Education Award from the Green School Program in recognition of its outstanding composting and recycling program.

#### *Graduation Requirements*

AHS has established fundamental guidelines that are essential for a well-rounded AHS graduate. All students must enroll in the courses that fulfill the central curriculum and students may earn elective credits by selecting courses from the departments of their choice. All students must earn a minimum of 24 credits. Total enrollment for 2015-2016 in grades 9-12 was 1797, including 427 students in the class of 2016, plus 154 faculty members.

#### *Recent Academic Achievements*

AHS offers many opportunities to excel in academics. This past year, AHS was awarded a chapter of the national Rho Kappa National Social Studies Honor Society. The primary goals of the organization are to promote scholarship and to recognize academic excellence in the field of social studies amongst high school students, to encourage interest in the social studies and to provide opportunities for exploration of the social studies amongst high school students. Rho Kappa members have established the "Today in History" postings on the TV's around Andover High School and the daily bulletin. The members will also enter academic bowls/competitions, volunteer at the Andover Historical Society and organize social studies-related field trips for members to attend.

#### *Community Service*

Andover High School students are expected to be good citizens of the community. They consistently participate in several local, national and international charities and in community service initiatives, including sponsoring blood drives, coordinating fundraising events and volunteering at local schools and community organizations to help those in need.

#### *Extracurricular Activities*

Andover High School offers over 40 after-school clubs and activities, such as Mock Trial, Robotics, Students Against Destructive Decisions and the Drama Guild. An active National Honor Society provides weekly after-school tutoring and organizes an annual benefit program to support scholarships.

#### *Athletic Program*

The Athletic Program at Andover High School continues to excel with 990 students who played at least one sport during the year. This figure represents 55 percent of the enrolled student body at AHS. Of the 990 student athletes, 560 of them played at least two sports and 230 were three-sport athletes. AHS offers 61 athletic programs, including 32 varsity athletic programs that compete in MIAA Division 1 and 29 sub-varsity programs.

AHS student athletes combined to win one National Championship in boys indoor track, two All-State Championships, six Division 1 State Championships and eleven Merrimack Valley Conference Championships. Of the varsity teams, 95 percent qualified for State tournament play.

The AHS athletic program as a whole finished second in the final Dalton Award standing for 2014-15. The annual standing is based on the winning percentage across all programs throughout the state for the entire school year, with the winner in Division 1 being awarded the Dalton Award. Andover is a four-time winner of this award.

### **Community Service**

Students at each school support local, national and international charities and participate in a variety of community service activities. Here are some examples from our schools.

- ❖ West Elementary School has five “Walk to School Days” annually with the proceeds benefiting various charities. The school raised over \$5,000 for the Beverly School of Kenya. West Elementary also collected over 600 boxes of pasta for veterans, collected more than 500 items for Neighbors in Need, collected hundreds of blankets for MSPCA and donated hundreds of books to Lawrence Community Day Care.
- ❖ Sanborn Elementary School participates in “Birthday Wishes,” collecting new toys and party supplies for children who are homeless and/or in transitional housing. The school held a 100th Day of School Food Drive to benefit Lazarus House. As part of the annual Harvest Festival, children delivered gift bags to over 250 Andover senior citizens. Students participated in the Flag Day Pasta Drive to benefit needy local veterans and in the Last Day of School “Walk to Make a Difference” walk-a-thon to benefit a local charity or family in need.
- ❖ High Plain Elementary School participates in Birthday Wishes, which provides birthday parties for children in homeless shelters, and in Happy Tails Pet Rescue, a small animal rescue program. The school raised over \$1,000 for the MSCPA Walk for Animals. A fourth grade class and their second grade buddies decorated wooden spoons for Project Bread, which helps to feed hungry children and families throughout Massachusetts. The students raised over \$600, which Jordan’s Furniture matched, bringing their good citizenship work to \$1,200. The school’s choral group, Drifters, entertained residents at Marland Place and the High Plains Elementary School Student Ambassadors created a cookbook that was sold to raise money for charity.
- ❖ The fourth and fifth grade student council at the Bancroft School organized a food drive over Thanksgiving to collect canned goods and other non-perishable items for families over the Thanksgiving Holiday. The school also held a Toys for Tots Drive, as well as a “Fill a Cruiser” program, whereby a police officer came to the school and the student council filled the entire police cruiser with toys for children in need. Students also organized a book day collecting new and gently loved books, a coat drive to collect jackets for our Bancroft students who may need winter wear, and a Gift Card drive for families in need. The physical

education department ran a Jump Rope for Heart program where students collected donations for the American Heart Association and earned the donations by jumping rope in their PE class.

- ❖ South Elementary School Community Service Student Council partners with many charitable organizations over the course of the year, including but not limited to: Anton's Cleaners *Coats for Kids* campaign—collecting over 100 gently used coats and jackets for children in need; Bread and Roses of Lawrence food pantry; Andover Housing Authority's holiday gift drive; Northeast Veterans Outreach Center's pasta drive; Birthday Wishes Club to benefit children in homeless shelters across New England and Beyond Soccer of Lawrence—donations of gently used athletic equipment for school-aged players. In addition, the school community raised funds for the following non-profits: \$20,435 for the American Heart Association through the Jump Rope for Heart Program; \$1,000 for Susan G. Koman Breast Cancer research, and over \$200 in coins for the American Red Cross relief fund to assist the earthquake victims of Nepal.
- ❖ West Middle School students are working with the Senior Center to interview and document the lives of the town's senior citizens. Twenty-two seventh grade flex-time students visited Marland Place each week and spent time with the senior residents, enabling residents and students to bond and grow in intergenerational understanding. Students at WMS also collected donations for the Lazarus House, collected funds for the American Red Cross through the organization of a student-teacher basketball game and volunteered as tutors and mentors for peers and for elementary students.
- ❖ Doherty Middle School's Student Council continues its relationship with the Jimmy Fund organization with its Hearts for Curing Cancer project. The recent passing of a DMS teacher inspired this year's theme, which concentrates on honoring the lives that have been touched by cancer. Students, staff and families had the opportunity to purchase a heart in memory or support of someone who has battled cancer.
- ❖ Wood Hill Middle School has been involved in numerous community service projects, many initiated by the students. Students have collected goods for The Lazarus House and Project Home Again, which helps the homeless find housing; donated toys to Mama Carmen's Orphanage in Guatemala; organized a blood drive with the American Red Cross; held fundraisers, such as dances and fun nights, to benefit St. Jude's Hospital; and many families of Wood Hill have donated gift cards to help those in need around the holidays. In addition, students made blankets for Project Home Again; created and sold friendship bracelets to benefit Children's Hospital; created and sold t-shirts to help the earthquake victims in Nepal; and worked with King Arthur Bread Company to bake and donate loaves to Cor Unum.

### **Technology and Digital Learning**

Immersing APS students in interactive, technology-rich classrooms that support instruction and student learning is critical to preparing students for a society suffused with digital communication. To achieve that end, the Technology and Digital Learning team has provided a robust wireless technological infrastructure (including hardware, software, support, and training)

to support classroom instruction, collaboration tools, and administrative functions for students, teachers, and staff. Accomplishments include:

- ❖ Teachers have used readily available resources such as Aspen, Google Apps for Education and BaselineEdge that improved the efficiency of student grading, reporting and record keeping. Additional resources that support more interdisciplinary and collaborative approaches have also been made available, enabling content sharing across grade levels, schools and district-wide.
- ❖ Continued collaboration between the district and teachers has led to the creation of technology-rich digital classrooms where students use appropriate technological tools and resources. As part of this process, the district provided teachers with current laptops and full access to a robust wireless network. All classrooms contain either interactive whiteboards or projectors. Teachers have used these tools to create and present effective instructional materials with the support of ongoing professional development and support from the Department of Digital Learning.

The team has also created technology-rich digital classrooms where students and teachers use appropriate and safe technological tools and resources that support the learning and teaching process, including the following:

- ❖ The Department of Digital Learning was expanded so that every building has either a shared or full-time Digital Learning Specialist. The Digital Learning Specialists provide direct instruction and professional development to teachers so they may differentiate instruction to meet the diverse needs of our students.
- ❖ Through its ongoing work the department has provided teachers with learning experiences that promote cross-class, cross-district collaboration and communication through the online digital Web 2.0 Tool. More teachers now agree that the use of technology in the classroom is beneficial, but there must be additional work to connect the use of technology with district and content goals. One step towards this work included providing teachers with time, support and focused professional development that tied content and technology use as well as the connection between project-based learning and technology. An additional step will include working with program and building administrators to create a unified vision of technology use in all classrooms that is consistent, attainable, and aligns with district expectations.
- ❖ The district continues to explore the role of blended learning within the classroom. The district also continues to adopt and expand universal design for learning (UDL) curriculum and promote the integration of assistive technology tools to meet the needs of its diverse learners. A professional learning group has been investigating various blended learning strategies to discover how they can be utilized in the classroom and shared across the district. Teachers involved in the iAndover 1:1 Learning Initiative participated in professional learning groups through a blended learning model.

- ❖ For FY15, the district piloted a Bring Your Own Device 1:1 Learning Initiative at the middle school level in grade eight at West Middle and Doherty and in grade seven at Wood Hill. An advisory group composed of teachers, administrators and parents met and discussed the initiative, reported their findings and made recommendations to expand the BYOD, including timeline recommendations. The second year of the iAndover 1:1 Learning Initiative expanded to all eighth grade students, to ninth grade students in their ELA and Social Studies classes and to seventh grade students at Wood Hill Middle School. The 2:1 mobile lab program was implemented at the Bancroft Elementary School through its building project. For FY17 the iAndover BYOD 1:1 Learning Initiative will be expanded to include grades 6-10. In addition, fifth grade students across the district will be provided with a laptop to use during the school day.
- ❖ With the expansion of the iAndover 1:1 Learning Initiative, Open Educational Resources (OER) and digital textbooks are being introduced in many content areas. The shift to digital content curating and repositories has begun and will continue in the coming year.
- ❖ The full iAndover Pilot report can be found at <http://bit.ly/1WoaSna>

### **Finance and Facilities**

Recognition should be given to the entire Plant and Facilities team, led by Deputy Director Edwin Ataide, for the completion of Capital Improvement Projects (CIP) that contribute to the overall safety and welfare of our students and staff. Highlights of these efforts for 2015 include:

- ❖ The opening of the new Bancroft Elementary School on August 27, 2014. We are proud to say that the school opened on-time and the project was on-budget.
- ❖ During the 2015 school year, the School Committee assessed facility study recommendations made in two reports for Andover High School and the Pre-Kindergarten at the Shawsheen Elementary School. Priority was given to renovate the High School Library/Media Center. To that end the Committee approved submission of Article 25 of the May 2015 Annual Town Meeting for renovations; however, town meeting members did not approve the article. The School Committee continues to support the need for the renovations and will seek funding for the preparation of plans and specifications needed to determine an estimated project cost.
- ❖ Maintenance and other projects completed during 2015 included ADA compliance, asbestos remediation, replacement of carpet and flooring, electrical upgrades, refinishing of gym floors, smoke detector replacement, rooftop unit for media center at Sanborn, classroom shades at Wood Hill and High Plain, installation of partitions in SPED room at High Plain and installation of turf in play area at High Plain.

### **Human Resources**

Containing the impact of the cost of health insurance on the operating budget continues to be a focus of both town and school officials. Last year, facing the prospects of a double-digit increase from its insurance carrier, the Town opted to self-insure, working directly with BCBS to process

claims. Management and unions strongly supported this decision, along with adoption of a high-deductible-plan design change. For employees and retirees, this change represented the eighth adoption of cost-shifting plan modifications since 2008. Human Resources staff is heavily involved in the implementation of these changes.

As with employers all over the country, the Town of Andover is also in the process of complying with the Affordable Care Act. This effort involved working with town and school managers, accountants and payroll coordinators to collect, prepare and report individual employment and health insurance data in order to issue federally mandated tax forms to employees. Currently, the HR department is in the process of collecting data with respect to part-time employees to assess their eligibility for health insurance. This situation is being monitored very carefully to accurately access the eligibility of those who might qualify under the federal law.

Recruitment and hiring continue to be challenging activities due to the aging and retirement of the “boomers” (those born between 1946 and 1964) and will continue be so for many years to come. Human Resources hired 248 new employees last year: 190 school employees and 58 town employees. Not all of these new hires are for full-time permanent positions. We hire many temporary and seasonal persons, such as youth services assistants, camp counselors and substitute teachers. Of the new hires for the community, three were senior managers: Andrew Flanagan, Town Manager; Dr. Sheldon Berman, Superintendent of Schools; and Philip Conrad, Andover High School Principal.

Finally, we continue to explore ways to improve our data collection through MUNIS and other software programs. Progress is slow, but given the fiscal restraints and multiple demands for technological assistance, we are making reasonable headway. For example, Human Resources staff completed a massive data cleanup of MUNIS this year and is preparing to transition to a more robust applicant tracking system.

### **Closing**

I’d like to take this opportunity to thank the many people who have been so supportive of our schools this past year—and so personally welcoming to me. On behalf of the students, faculty, leadership team and School Committee, I thank the PACS and PTOs, the Andover Coalition of Education, the Andover Rotary Club, the Andover Service Club, the Addison Gallery, the athletic and extracurricular booster clubs, the Andona Society and the many generous businesses and individuals who have given of their time and money to support our schools.

I want to extend gratitude and thanks to the APS faculty, staff, principals, assistant principals and the leadership team for their hard work and dedication to Andover and its children. We are also appreciative of the townspeople of Andover and The Andover Board of Selectmen and Finance Committee, who have seen us through challenging times and who continue to support our goal of providing the best possible education for all of our students.

I would also like to express deep appreciation to the School Committee for their extraordinary support in contributing both time and resources. We are proud of our high-performing schools and remain committed to continuous improvement and growth.

Finally, I especially wish to recognize and thank two outgoing Andover School Committee members: Ann W. (Annie) Gilbert and Paula Colby-Clements. Ms. Gilbert served a total of seven years on the School Committee, three as Chair. She also served six years as a member of the town-appointed School Building Committee. Ms. Colby-Clements served a total of six years on the School Committee, including one as Chair and one as Vice-Chair. She also served on the Negotiating Subcommittee, on the Budget Subcommittee and as liaison to the OPEB Committee and to our Legislative Delegation. Both of these leaders have been invaluable as thoughtful, intelligent and passionate advocates for our schools.

In closing, our professional staff is committed to enhancing the skills, training, and expertise of our teachers, thereby enabling them to better meet the social and emotional needs of our students; to examining the scope and rigor of our academics; and to maintaining our overall high standards for excellence. We have made significant progress this past year; however, there is much more work ahead of us to advance the quality of our educational program. Now more than ever, support from all of our constituents is very much needed. We must have appropriate resources to continue on our educational journey to excellence and to be competitive with our benchmark school districts in maintaining, developing and sustaining an exceptional educational program for every student in the Andover Public Schools.

Respectfully submitted,

Dr. Sheldon Berman  
Superintendent of Schools

## **GREATER LAWRENCE TECHNICAL SCHOOL**

The Greater Lawrence Technical School is a regional vocational secondary institution with a campus in West Andover encompassing twenty-six acres. The school educates students from Andover, Lawrence, Methuen and North Andover and, in addition, accepts qualified students from other communities through the School Choice Program. There are currently twenty-six students from Andover attending the school and ten employees of Greater Lawrence reside in Andover.

Greater Lawrence Technical School increased its Level I status in 2015 by improving its state rankings by an additional two percentile points, raising it to the 24<sup>th</sup> percentile level in the Progress and Performance rankings used by the Massachusetts Department of Elementary and Secondary Education to evaluate all schools. This advance reflects the success that the district has had in supporting its instructors and enabling its students to face today's challenges of academics, career development and personal growth, and to move ahead against all obstacles. It is to this end that Greater Lawrence commits its resources for its students to remain competitive in gaining new knowledge and in service to the community. It pleases us that each year more students at the school are successful in moving ahead with their college and career plans. The district is also preparing an early college, dual-enrollment initiative for its students which will enable them to earn college credits in both academics and in their career and technical area during their high school years. We see in this program and in everything that we try to do that our school should be thought of as a budding resource in the community to where local families can turn for the broadest range of educational opportunity for their children as their young people look to the future and to what it might hold.

Greater Lawrence Technical School continues to adapt the career areas to meet the ever-changing needs of the 21st century labor market. The nineteen career opportunities offered to students through a three-academy model include Automotive Collision Repair and Refinishing, Automotive Technology, Barbering, Biotechnology, Business Technology, Carpentry, Cosmetology, Culinary Arts, Dental Assisting, Electricity, Electronic/Pre-Engineering, Graphic Communications, Health Careers, HVAC/Refrigeration, Information Technology, Machine Tool Technology, Metal Fabrication and Joining Technologies and Plumbing. Our school has been one of the pioneers in the state regarding a successful academy model.

Greater Lawrence Technical School prepares students for lifetime employment through national and state recognized licensure and certification programs including: State Board of Cosmetology, NATEF, ASE, Refrigerant Recovery and Recycling License, SP2, American Culinary Federation Accreditation, ServSafe™, State Board of Electricians, OSHA Safety Certification, CPR, First Aid, DANB ICE and RHS, CNA, Home Health Aide, Network +, A+, State Board of Plumbing, Microsoft Office Word, Excel, PowerPoint and Access, Dreamweaver, In-Design, and Adobe Certifications in Photoshop, Illustrator and Flash. The Cooperative Education component of Greater Lawrence Technical School allows students to apply their knowledge and skills at worksites throughout the Merrimack Valley which include many employers in Andover.

While the school continues to be a community of learners dedicated to service and excellence, Greater Lawrence Technical School maintains its mantra “Demand More, Expect More, Achieve More.” This has been reflected in the improvement in MCAS scores, the phenomenal success of the athletic teams and the continued medal winning prowess of both DECA and SKILLS/USA on the State and National level.

Residents of Andover have benefited from many of the consumer friendly services offered to the public through our technical programs. At Greater Lawrence Technical School, residents have had their cars repaired, received a haircut or manicure, enjoyed lunch in one of our two restaurants, had brochures printed, or enjoyed countless other services which have made life easier for townspeople each day. In addition, the residents of Andover continue to use the school facility by way of enrollment in classes offered through Community and Youth Services and athletic venues for both youth and varsity sports teams, which include the swimming pool, gymnasiums and fields. Greater Lawrence Technical School continues to be the site for most Andover teens receiving their Lifeguarding and Water Safety certifications. More than sixty Andover groups and individuals have utilized the rental option created by the District Committee.

Greater Lawrence Technical School has offered Adult Education to the Greater Lawrence community since the program’s inception in September 2009. Classes are offered in Business, Computer Applications, Cooking, Health and Fitness, Health and Safety, Health Occupations, Hobbies and Crafts, Trade and Technical. GLTS is partnering with Gould Construction Institute in offering professional development for Electrical, Plumbing, Pipefitting, Carpentry, Sprinkler Fitting, HVAC and Sheet Metal areas, as well as American International College (AIC) who offers a Master’s in Education. Partnerships with Northern Essex Community College in Machine Tool Technology and Automotive will begin in 2016.

Greater Lawrence Technical School enjoys a close working relationship with the Andover Police Department. Since the 2007-2008 school year, an Andover patrolman has been employed by the District as a School Resource Officer. The officer’s presence during the school day, and at after-school and sporting events, has had a positive impact on the entire school community.

The Greater Lawrence Technical School District Committee is made up of seven members from the four sending communities of Andover, Lawrence, Methuen and North Andover. In addition to representation on the District Committee, Andover is also represented by residents on both the school’s Advisory Board and the School Council. District Committee representation is determined by the number of students attending from that community. A listing of the Committee members and the city/town they represent can be found in this document’s Directory of Committees and Boards.

## **ANDOVER COMMISSION ON DISABILITY**

*The mission of the Andover Commission on Disability is to address Andover's needs for the Town, its residents, visitors, friends, employers and families relative to disability. The Commission is an advisory board appointed by the Board of Selectmen to advocate on disability-related issues. The majority of the Commission members must be disabled or directly related to disability. Included in the Commission's goals are enhancing the participation of people with disabilities in Town activities, research into the needs and problems of residents with disabilities, the provision of information, referral and technical assistance to individuals and organizations in matters pertaining to disability, the monitoring of local, regional, State and Federal programs for disabled residents and the support of training related to disability to people who reside or work in the Town of Andover.*

Appointed by the Board of Selectmen, the nine members work closely with Town departments, local agencies and service organizations to address Andover's disability needs. Trained in the policies of the Americans with Disabilities Act, the Commission's goal is the full integration and participation of people with disabilities in the town. Whether it is the monitoring of new or remodeled construction or the review of architectural plans submitted to the Massachusetts Architectural Board, the Commission takes an active role in advocating for safe and accessible housing according to the mandated specifications of the ADA code. This has included all municipal buildings, schools, parking lots and most recently, the reconstruction of the Ballardvale playground to be ADA compliant.

In the past, various studies have been conducted with the key concept of "access" such as a survey of outdoor eating facilities, the thresholds of businesses on Main Street, handicap parking and responding to residents' complaints about the accessibility of sidewalks, curb cuts and streets. Advocacy issues are referred to the Department of Public Works Highway Division and Plant and Facilities Department with prompt results obtained. There have also been studies of privately-owned and rented properties with detailed reports to the owners and renters of changes that would be indicated in order to be considered handicap accessible. The concept of "basic access" is further disseminated through a handout distributed to developers by the Planning Division regarding, public access information that advocates zero-step entrances with ample passage for electric wheelchairs, walkers and child strollers.

Access further includes programs and the Commission has taken an active role with the Fire Rescue's Lock Box Program, Project Rescue with the Police Department, New Kids on the Block with the School Department, Emergency Preparedness with a focus on the disabled and several child-focused programs providing access to social interactions not previously available to individuals with intellectual disabilities. A website, email address and phone line are maintained for information and referral purposes and to receive input on the work of the Commission.

In its advisory capacity, the Commission on Disability advocates for the inclusivity of all Town residents and guests with equal access to Town facilities, programs and experiences.

## PRESERVATION COMMISSION

*The Andover Preservation Commission endeavors to fulfill its mission to advise the Town concerning the preservation of its historic and archeological resources.*

The Preservation Commission meets monthly to review applications from the Building Department in the following categories: Review of Plans for Historic Buildings, Demolition Delay of Historically Significant Buildings (Section 33) and Dimensional Special Permit-Historic Preservation (Section 7.9).

<b>Applications submitted</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Review of Plans	20	33	38
Demolition Delay–HSB	5	8	6
Dimensional Special Permit-HP	3	6	1
<b>Total Applications</b>	<b>28</b>	<b>47</b>	<b>40</b>

### REVIEW OF PLANS

Thirty-eight applications were reviewed for architectural compatibility. Five applications required no formal review by the Commission.

### DEMOLITION DELAY OF HISTORIC BUILDINGS (SECTION 33)

The Commission reviewed demolition requests for six historic properties. Five structures were deemed historically significant. Three historically significant buildings were razed. Demolition delay periods were imposed for three structures (4-9-12 months). Two delay periods from the previous year expired. One building has been demolished.

### DIMENSIONAL SPECIAL PERMIT/HISTORIC PRESERVATION (SECTION 7.9)

The Commission reviewed and denied one application. The Massachusetts Historical Commission and Board of Selectman approved preservation restrictions for two projects.

### PRESERVATION AWARDS

On May 19, 2015, the 25th Annual Andover Preservation Awards recognized seven outstanding examples of historic preservation in Andover. Awards were given for exterior/interior preservation, appreciation for continuing historic preservation and historic landscape preservation.

### PRESERVATION RESTRICTIONS

The Commission continues to develop goals and pursue opportunities to better preserve Andover's historic architectural resources. Preservation restrictions are a requirement for Dimensional Special Permit for Historic Preservation projects approved by the Zoning Board of Appeals. The Commission encourages individual homeowners to consider Preservation Restrictions or easements for the protection of their historic properties.

## TOWN MEETING

2015 Town Meeting approved an article to amend the Dimensional Special Permit-Historic Preservation initiated by David Brown, ZBA chairman in cooperation with the Commission.

## HISTORIC BUILDING SURVEY – [www.mhl.org/historicpreservation/](http://www.mhl.org/historicpreservation/)

The historic preservation website is a digitized version of the general survey of Andover's historic buildings from the late 17th century through the early 20th century. The website, hosted by Memorial Hall Library, allows researchers and Town departments online access to this information as well as maps of the Town's historic districts and links to other resources. As a work in progress, it is modified when new information becomes available. Phase 2 of this project will broaden the survey of 20th century buildings.

## HISTORIC RESTORATION/REHABILITATION INFORMATION

Acting in an advisory capacity, the Commission may recommend educational material to the public, advise owners on their historic restoration projects including the selection of appropriate building materials and possible alternatives when cost is an issue. Such resources are intended to help historic building owners understand the value of historic preservation to themselves and the community. The Andover Historical Society archive and library at 97 Main Street has a large collection of historic building photographs and information available to researchers. Jim Batchelder is the Preservation Commission's historian and research expert. All new information will be made available on the Preservation website.

## BALLARDVALE LOCAL HISTORIC DISTRICT COMMISSION

Members Leo Greene and Joanna Reck are the Preservation Commission's representatives. The Commission and the Ballardvale Historic District Commission work cooperatively on issues of mutual interest. Joanna Reck is Chairwoman of the BVHD Commission.

## DESIGN REVIEW BOARD

Member Craig Gibson serves as the Preservation Commission's representative and DRB Chairman. The Commission remains vitally interested in the historic buildings and character of Andover's downtown and Main Street corridor to Rte. 495.

## ANDOVER HOUSING AUTHORITY

*The Andover Housing Authority offers affordable housing to families, seniors and the disabled.*

The Andover Housing Authority was organized in June 1948. Meetings are held on the third Thursday of every month at the Stowe Court Community Room located at 100 Morton Street., except January, May and October meetings, which are held at the Frye Circle Community Room located at 256 North Main Street. Board Members and Executive Director are as follows:

Calvin Deyermond - Chairman	Christine Poschen-Metzemaekers-ED
Francis O O'Connor – Vice Chair	Daniel T. Grams - Treasurer
John O'Donohue –Member	Mary Wesson - Member

The Andover Housing Authority has thirty-three buildings on six different sites comprised of 218 units of state-aided housing for senior/disabled people on Chestnut Court, Grandview Terrace, Frye Circle and Stowe Court. There are fifty-six units of family housing in Memorial Circle. In addition, the AHA owns one house under the Mass. Chapter 689 program for developmentally disabled adults and administers three Alternative Housing Vouchers under the Massachusetts (AHVP) leased housing program, for a total of 285 state units.

### STATE FUNDED PROGRAMS

Income Limits are as follows:

1 person	\$44,750	3 persons	\$57,550	5 persons	\$69,050	7 persons	\$79,250
2 persons	\$51,150	4 persons	\$63,900	6 persons	\$74,150	8 persons	\$84,350

Apartment Turnover – Senior/Disabled 28 units or (12%); Family 5 units or (13%)  
Including transfers to larger or smaller units and reasonable accommodation moves

Average Rent: Elder/Disabled Program is \$316; Family Program is \$533 (utilities included)

### CAPITAL IMPROVEMENTS/ GRANTS

State Formula Funding Projects

- Frye Circle – Siding Replacement - in process \$508,149
- Chestnut Court Sewer Ejector Pump - completed \$194,300
- Memorial Circle Plumbing Upgrades – completed \$44,000
- Memorial Circle Site Improvements - completed \$17,700
- Chestnut Court Railing Replacement - completed \$2,850
- Tree Trimming All Sites - completed \$2,200
- Stowe Court Site Improvements – completed \$3,850

STATE FUNDED GRANT

New Horizons for Youth Program – After-school homework program for Memorial Circle children as funded through Andover Police Department.

FEDERALLY FUNDED PROGRAMS

127 Vouchers under the Section 8 Housing Choice Voucher Program through HUD.

Section 8 Income Limits are as follows:

1 person	\$ 36,900	3 persons	\$47,400	5 persons	\$56,900	7 persons	\$65,300
2 persons	\$ 42,150	4 persons	\$52,650	6 persons	\$61,100	8 persons	\$69,500

## MARGARET G. TOWLE FUND

Under the terms of her will, the late Margaret G. Towle, long-time resident of Andover, bequeathed the residue of her estate to the Town of Andover, to be held and administered by it as a permanent trust fund. This trust is now known as the Margaret G. Towle Fund. Mrs. Towle stipulated in her will that the income from this fund "be devoted to the assistance or the procurement of assistance for worthy persons residing in the Town of Andover who may be in need of aid, comfort or support on account of old age, disability or unemployment."

The Fund is administered by a group of three Trustees, chosen by the Town Manager with the approval of the Board of Selectmen, which has disbursed the income from the Fund in accordance with the terms of Mrs. Towle's will. The cases are referred to the Trustees by private charitable groups and organizations, the Clergy and interested individuals.

During 2015, the Trustees acted on ten cases, disbursing \$14,538.64. Only the income of the Fund is available. The principal of \$345,825.50 and a substantial portion of the current income are invested under the direction of the Trustees. All disbursements are made by the Town Treasurer upon vouchers approved by the Trustees.

Balance of Income as of Dec. 31, 2014	\$85,357.13
Receipts – 2015	<u>4,646.92</u>
	\$90,004.05
Disbursements – 2015	<u>14,538.64</u>
Balance of Income as of Dec. 31, 2015	\$75,465.41

## JOHN CORNELL FUEL ASSISTANCE FUND

The John Cornell Fuel Assistance Fund was established by Article 17 of the 1893 Annual Town Meeting. Five thousand dollars was left to the Town to be used for the needy and poor to purchase wood or coal. In 1995 the trust documents were modified by the Probate Court of Massachusetts to permit the use of all types of fuel for heating, cooking or electrical purposes. Three Trustees, with staggered terms approved by vote at the Annual Town Meeting, administer the funds. The Trustees approved two applications during the year.

Balance on hand 6/30/14	\$58,923.85
Income – FY-2015	861.81
Donations – FY-2015	0
Expenditures – FY-2015	<u>500.00</u>
Balance as of 6/30/15	\$59,285.66

**TOWN OF ANDOVER, MASSACHUSETTS  
BALANCE SHEET  
JUNE 30, 2015**

	GENERAL FUND	ENTERPRISE		CAPITAL PROJECT	SPECIAL REVENUE	INTERNAL SERVICE FD	EXPENDABLE TRUST	LT DEBT	GRAND TOTAL
		WATER	SEWER						
<b>ASSETS</b>									
Cash and Equivalents	16,820,834.97	4,362,207.82	2,386,976.46	20,088,850.46	7,881,307.92	2,494,082.19	18,133,550.63		72,167,810.45
Property Taxes					0.00				
Personal Property	181,987.91				0.00				181,987.91
Real Estate	1,357,732.77				0.00				1,357,732.77
Motor Vehicle Excise	645,672.95				0.00				645,672.95
User Fees	0.00	1,032,457.52	797,834.32		0.00				1,830,291.84
Special Assessments	12,528.18		7,324,295.41		0.00				7,336,823.59
Tax Liens	1,792,663.51	36,708.80	27,090.91		0.00				1,856,463.22
Deferred Tax	236,096.62		20,284.79		0.00				256,381.41
Tax Foreclosure	225,825.98				0.00				225,825.98
Due from other Governments	0.00				428,398.00				428,398.00
Other Receivables	414,434.32		696,299.81		210,338.98				1,321,073.11
Total Cash & Receivables	21,687,777.21	5,431,374.14	11,252,781.70	20,088,850.46	8,520,044.90	2,494,082.19	18,133,550.63	0.00	87,608,461.23
Other Assets									
Amounts to be Provided for:									0.00
Long Term Debt	0.00				0.00			112,178,999.00	112,178,999.00
Total Assets	21,687,777.21	5,431,374.14	11,252,781.70	20,088,850.46	8,520,044.90	2,494,082.19	18,133,550.63	112,178,999.00	199,787,460.23
<b>LIABILITIES AND RESERVES</b>									
Warrants Payable	1,780,865.76		15,481.38	482,294.40	401,239.13	31,669.24	87.57		2,711,637.48
Accrued Payroll	4,355,274.68	82,675.00			115,694.25				4,553,643.93
Property Taxes Paid in Advance	0.00				0.00				0.00
Liabilities Due Depositors	614,027.04		9,766.93		0.00				623,793.97
Tailings	17,496.96				0.00				17,496.96
Reserve for Abatements	2,551,515.58				0.00				2,551,515.58
Deferred Revenue	2,300,018.63	1,069,166.32	8,865,805.24		210,338.98				12,445,329.17
Bond Anticipation Notes Payable	0.00			1,000,000.00	0.00				1,000,000.00
WPAT	0.00			674,999.90	0.00			112,178,999.00	112,853,998.90
Total Liabilities	11,619,198.65	1,151,841.32	8,891,053.55	2,157,294.30	727,272.36	31,669.24	87.57	112,178,999.00	136,757,415.99
<b>Fund Balances</b>									
Unreserved	7,984,963.24	4,010,960.55	2,306,228.83	14,097,504.45	6,689,903.05	2,461,912.95	16,883,954.93	0.00	54,435,428.00
Reserved for:					0.00				0.00
Continued Appropriations	31,814.26								31,814.26
Encumbrances	1,174,663.23	268,572.27	55,499.32	3,834,051.71	1,102,869.49	500.00	0.00		6,436,156.02
FB Reserve for Expenditures	0.00								0.00
Res for Debt Service - Premium Amortization	877,137.83				0.00				877,137.83
FB Designated for Snow Overdraft	0.00				0.00				0.00
FB Designated for Principal	0.00				0.00		1,249,508.13		1,249,508.13
Total Fund Balances	10,068,578.56	4,279,532.82	2,361,728.15	17,931,556.16	7,792,772.54	2,462,412.95	18,133,463.06	0.00	63,030,044.24
Total Liab. & Fund Balance	21,687,777.21	5,431,374.14	11,252,781.70	20,088,850.46	8,520,044.90	2,494,082.19	18,133,550.63	112,178,999.00	199,787,460.23

**TOWN OF ANDOVER, MASSACHUSETTS**  
**COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES**  
**ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS**  
**FOR THE FISCAL YEAR ENDING JUNE 30, 2015**

	General Fund	Water Enterprise	Sewer Enterprise	Capital Projects	Special Revenue	Internal Service	Expendable Trusts	Total
<b>Revenues</b>								
Motor Vehicle Excise	5,163,741.05							5,163,741.05
Meals Taxes	545,489.31							545,489.31
Hotel/Motel Taxes	1,722,509.25							1,722,509.25
Penalties and Interest on Taxes and Excises	461,639.13							461,639.13
Payments in Lieu of Taxes	244,016.00							244,016.00
Fees	137,239.93							137,239.93
Charges for Services - Water	0.00	7,331,810.76						7,331,810.76
Charges for Services - Sewer	0.00		4,054,250.15					4,054,250.15
Departmental Revenue - School	372,259.11							372,259.11
Departmental Revenue - Library	8,693.37							8,693.37
Other Departmental Revenue	257,296.63							257,296.63
Non Recurring - Bond Premiums *	267,653.92	220,232.00		36,000.00				523,885.92
Utility Liens	0.00	139,145.00	98,342.00					237,487.00
Licenses and Permits	2,965,418.16							2,965,418.16
Special Assessments	3,458.79		982,840.00					986,298.79
Fines and Forfeits	332,057.85							332,057.85
Investment Income	72,940.41	17,471.00	18,700.00			2,096.23	318,381.29	429,588.93
Other								
Intergovernmental	12,563,222.00							12,563,222.00
Real/Personal Property Taxes	121,559,815.45							121,559,815.45
Tax Titles	283,637.57							283,637.57
Offset								
DCS	504,357.95							504,357.95
Elder Services	88,581.57							88,581.57
Rentals	72,209.17							72,209.17
Off Duty Admin Fee	80,914.46							80,914.46
Cemetery Interment Fees	58,211.00							58,211.00
Ambulance Fees	1,287,736.68							1,287,736.68
Trust Fund and other	0.00							0.00
<b>Total Revenues</b>	<b>149,053,098.76</b>	<b>7,708,658.76</b>	<b>5,154,132.15</b>	<b>36,000.00</b>	<b>17,444,567.95</b>	<b>15,670,593.53</b>	<b>318,381.29</b>	<b>195,387,528.67</b>
<b>Expenditures</b>								
General Government	1,551,412.65			17,944,510.45	7,458,318.99	20,552,959.27	155,142.84	47,662,344.20
Community Services	1,766,941.67							1,766,941.67
Municipal Maintenance	11,249,477.56							11,249,477.56
Public Safety	15,871,683.26							15,871,683.26
Water Enterprises	0.00	4,197,326.10						4,197,326.10
Sewer Enterprise	0.00		2,230,919.29					2,230,919.29
Library	2,594,914.31							2,594,914.31
School	70,982,157.98				10,324,935.06			81,307,093.04
GLRVTHS	456,521.37							456,521.37
Insurance	775,186.00							775,186.00
Health Insurance	15,670,957.00							15,670,957.00
Debt Service	14,847,200.82							14,847,200.82
Unemployment Comp	320,000.00							320,000.00
Retirement	6,207,276.00							6,207,276.00
State and County Assessments	756,777.00							756,777.00
OPEB Trust Fund Appropriation	400,000.00							400,000.00
Trust Fund	0.00							0.00
<b>Total Expenditures</b>	<b>143,450,505.62</b>	<b>4,197,326.10</b>	<b>2,230,919.29</b>	<b>17,944,510.45</b>	<b>17,783,254.05</b>	<b>20,552,959.27</b>	<b>155,142.84</b>	<b>206,314,617.62</b>
<b>Other Financing Sources (Uses)</b>								
Long Term Bond Issuance	0.00			7,155,000.00				7,155,000.00
Tax cash to Capital Projects	(2,370,000.00)			2,370,000.00				0.00
MSBA Proceeds	0.00			1,945,364.00				1,945,364.00
Art 27, 2014 Senior Citizen Study	(35,000.00)			35,000.00				0.00
Art 47, 2014 Annual Laptop Replacement	(103,632.00)			359,706.00	(256,074.00)			0.00
Art 48, 2014 Ledge Rd Landfill Stabilization	(1,000,000.00)						1,000,000.00	0.00
Art 55, 2014 Open Space Management	(25,000.00)			25,000.00				0.00
Art 4, 2015 Tech Debt	336,638.00				(336,638.00)			0.00
Art 20, 2015 Spring Grove Cemetery Maintenance	0.00			6,000.00			(6,000.00)	0.00
Art 21, 2015 Transfer to OPEB Trust Fund	(1,248,316.00)	(231,704.00)	(37,335.00)				1,917,355.00	400,000.00
Art 22, 2015 Transfer to Ledge Road Stabilization Fund	(1,000,000.00)						1,000,000.00	0.00
Art 23, 2015 Transfer to Bond Stabilization Fund	(768,000.00)						768,000.00	0.00
Art 29, 2015 PS Communication Upgrades	(150,000.00)			150,000.00				0.00
Art 30, 2015 Highway Vehicles	(175,000.00)			175,000.00				0.00
Art 31, 2015 Town & School Energy Initiatives	(337,000.00)			337,000.00				0.00
Art 37, 2015 AHS Track Replacement	(148,766.85)			148,766.85				0.00
Art 55, 2015 Water & Sewer Vehicles	0.00	(55,000.00)		55,000.00				0.00
Art 57, 2015 WTP GAC Replacement	0.00	(500,000.00)		500,000.00				0.00
Art 60, 2015 Finish Charles Circle	(66,000.00)			66,000.00				0.00
Transfer to Health Insurance Trust Fund	(5,329,980.23)					5,329,980.23		0.00
Transfer to GF from Stabilization	116,500.00					(116,500.00)		0.00
Deposits to Unemployment Trust	(75,000.00)					395,000.00		320,000.00
Deposits to Workers Comp Trust Fund	(51,579.80)					51,579.80		0.00
Water Enterprise Indirects	2,394,254.00	(2,394,254.00)						0.00
Sewer Enterprise Indirects	3,051,764.00		(3,051,764.00)					0.00
Wetland Filing Fees	25,000.00				(25,000.00)			0.00
Parking Fees	200,000.00				(200,000.00)			0.00
<b>Net Other Financing Sources and Uses</b>	<b>(6,759,118.88)</b>	<b>(3,180,958.00)</b>	<b>(3,089,099.00)</b>	<b>13,327,836.85</b>	<b>(817,712.00)</b>	<b>5,660,060.03</b>	<b>4,679,355.00</b>	<b>9,820,364.00</b>
<b>Excess (Deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)</b>								
	(1,156,525.74)	330,374.66	(165,886.14)	(4,580,673.60)	(1,156,398.10)	779,790.52	4,842,593.45	(1,106,724.95)
<b>Fund Balance July 1, 2014</b>	<b>8,650,401.34</b>	<b>3,949,158.16</b>	<b>2,527,614.29</b>	<b>22,512,229.76</b>	<b>9,114,629.79</b>	<b>1,777,749.33</b>	<b>13,195,742.60</b>	<b>61,727,525.27</b>
<b>Fund Balance June 30, 2015</b>	<b>7,493,875.60</b>	<b>4,279,532.82</b>	<b>2,361,728.15</b>	<b>17,931,556.16</b>	<b>7,958,231.69</b>	<b>2,557,539.85</b>	<b>18,038,336.05</b>	<b>60,620,800.32</b>

**TOWN OF ANDOVER, MASSACHUSETTS**  
**RECAP OF GENERAL FUND - BUDGET - FUND LEVEL**  
**FISCAL YEAR ENDED JUNE 30, 2015**

	RES FOR ENCUM	APPROP (ORIGINAL)	OFFSET RECEIPTS	APPROPRIATION TRANSFER	COMP FUND	RESERVE ACCOUNTS	OTHER (STM)	ATM SUPPL & OTHER	TOTAL AVAILABLE	EXPENDED	RES FOR ENCUM	TRANS TO UNRE FD BL
<b>GENERAL GOVERNMENT</b>												
Personal Services	74,595.58	5,391,742.00	0.00	(52,000.00)	0.00	0.00	0.00	0.00	5,414,337.58	5,157,648.23	136,300.00	120,389.35
Other Expenses	136,146.89	1,996,392.00	0.00	0.00	0.00	0.00	0.00	0.00	2,132,538.89	1,788,415.17	144,841.75	199,281.97
	210,742.47	7,388,134.00	0.00	(52,000.00)	0.00	0.00	0.00	0.00	7,546,876.47	6,946,063.40	281,141.75	319,671.32
<b>COMMUNITY SERVICES</b>												
Personal Services	0.00	1,324,303.00	0.00	0.00	0.00	0.00	0.00	0.00	1,324,303.00	1,302,550.89	0.00	21,752.11
Other Expenses	1,962.52	488,870.00	0.00	0.00	0.00	0.00	0.00	0.00	490,832.52	456,607.78	12,739.35	21,485.39
	1,962.52	1,813,173.00	0.00	0.00	0.00	0.00	0.00	0.00	1,815,135.52	1,759,158.67	12,739.35	43,237.50
<b>MUNICIPAL MAINTENANCE</b>												
Personal Services	0.00	3,334,481.00	0.00	0.00	0.00	0.00	0.00	0.00	3,334,481.00	3,225,448.39	0.00	109,032.61
Other Expenses	62,016.59	1,521,595.00	0.00	0.00	0.00	87,052.00	0.00	0.00	1,670,663.59	1,526,814.24	254,973.56	(111,124.21)
	62,016.59	4,856,076.00	0.00	0.00	0.00	87,052.00	0.00	0.00	5,005,144.59	4,752,262.63	254,973.56	(2,091.60)
<b>PUBLIC SAFETY</b>												
Personal Services	0.00	13,978,678.00	0.00	202,000.00	0.00	0.00	0.00	214,840.00	14,395,518.00	14,379,485.73	0.00	16,032.27
Other Expenses	162,942.52	1,559,212.00	0.00	0.00	0.00	0.00	0.00	0.00	1,722,154.52	1,492,197.53	110,799.49	119,157.50
	162,942.52	15,537,890.00	0.00	202,000.00	0.00	0.00	0.00	214,840.00	16,117,672.52	15,871,683.26	110,799.49	135,189.77
<b>DEPARTMENT OF PUBLIC WORKS</b>												
Personal Services	0.00	1,754,660.00	0.00	0.00	0.00	0.00	0.00	0.00	1,754,660.00	1,754,780.32	0.00	(120.32)
Other Expenses	158,436.19	3,955,596.00	0.00	0.00	0.00	0.00	0.00	1,000,000.00	5,114,032.19	4,742,434.61	159,810.32	211,787.26
	158,436.19	5,710,256.00	0.00	0.00	0.00	0.00	0.00	1,000,000.00	6,868,692.19	6,497,214.93	159,810.32	211,666.94
<b>LIBRARY</b>												
Personal Services	0.00	1,988,517.00	0.00	0.00	0.00	0.00	0.00	0.00	1,988,517.00	1,979,610.95	0.00	8,906.05
Other Expenses	2,807.64	641,000.00	0.00	0.00	0.00	0.00	0.00	0.00	643,807.64	615,303.36	7,542.18	20,962.10
	2,807.64	2,629,517.00	0.00	0.00	0.00	0.00	0.00	0.00	2,632,324.64	2,594,914.31	7,542.18	29,868.15
<b>SCHOOL</b>												
Personal Services	0.00	57,881,396.00	0.00	0.00	43,837.17	0.00	0.00	0.00	57,925,233.17	57,594,011.53	0.00	331,221.64
Other Expenses	424,478.36	13,023,056.00	0.00	0.00	(43,837.17)	0.00	0.00	0.00	13,403,697.19	13,388,146.45	346,772.38	(331,221.64)
	424,478.36	70,904,452.00	0.00	0.00	0.00	0.00	0.00	0.00	71,328,930.36	70,982,157.98	346,772.38	0.00
<b>UNCLASSIFIED</b>												
Compensation Fund	0.00	550,000.00	0.00	0.00	0.00	0.00	0.00	0.00	550,000.00	0.00	0.00	550,000.00
Reserve Fund	0.00	200,000.00	0.00	0.00	0.00	(87,052.00)	0.00	0.00	112,948.00	0.00	0.00	112,948.00
	0.00	750,000.00	0.00	0.00	0.00	(87,052.00)	0.00	0.00	662,948.00	0.00	0.00	662,948.00
<b>FIXED EXPENSES</b>												
GLRVTHS	0.00	528,842.00	0.00	0.00	0.00	0.00	0.00	(70,000.00)	458,842.00	456,521.37	0.00	2,320.63
Debt Service	0.00	14,998,237.00	0.00	(150,000.00)	0.00	0.00	0.00	0.00	14,848,237.00	14,847,200.82	0.00	1,036.18
Stabilization	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Insurance	500.00	714,686.00	0.00	0.00	0.00	0.00	0.00	60,000.00	775,186.00	775,186.00	0.00	0.00
OPEB	0.00	400,000.00	0.00	0.00	0.00	0.00	0.00	0.00	400,000.00	400,000.00	0.00	0.00
Health Insurance Fund	0.00	15,670,957.00	0.00	0.00	0.00	0.00	0.00	0.00	15,670,957.00	15,670,957.00	0.00	0.00
Unemployment Comp	0.00	320,000.00	0.00	0.00	0.00	0.00	0.00	0.00	320,000.00	320,000.00	0.00	0.00
Retirement	0.00	6,412,116.00	0.00	0.00	0.00	0.00	0.00	(204,840.00)	6,207,276.00	6,207,276.00	0.00	0.00
	500.00	39,044,838.00	0.00	(150,000.00)	0.00	0.00	0.00	(214,840.00)	38,680,498.00	38,677,141.19	0.00	3,356.81
	1,023,886.29	148,634,336.00	0.00	0.00	0.00	0.00	0.00	1,000,000.00	150,658,222.29	148,080,596.37	1,173,779.03	1,403,846.89
<b>SEWER SYSTEM</b>												
Personal Services	0.00	301,400.00	0.00	0.00	0.00	0.00	0.00	0.00	301,400.00	302,826.63	0.00	(1,426.63)
Other Expenses	8,700.00	2,080,848.00	0.00	0.00	0.00	0.00	0.00	0.00	2,089,548.00	5,017,191.66	55,499.32	(2,983,142.98)
	8,700.00	2,382,248.00	0.00	0.00	0.00	0.00	0.00	0.00	2,390,948.00	5,320,018.29	55,499.32	(2,984,569.61)
<b>WATER DEPARTMENT</b>												
Personal Services	0.00	1,839,819.00	0.00	0.00	0.00	0.00	0.00	0.00	1,839,819.00	1,865,244.66	0.00	(25,425.66)
Other Expenses	115,151.53	2,726,959.00	0.00	0.00	0.00	0.00	0.00	752,332.60	3,594,443.13	5,513,039.44	268,572.27	(2,187,168.58)
	115,151.53	4,566,778.00	0.00	0.00	0.00	0.00	0.00	752,332.60	5,434,262.13	7,378,284.10	268,572.27	(2,212,594.24)
<b>TOTAL ENTERPRISE</b>												
	123,851.53	6,949,026.00	0.00	0.00	0.00	0.00	0.00	752,332.60	7,825,210.13	12,698,302.39	324,071.59	(5,197,163.85)
<b>GRAND TOTAL</b>	<b>1,147,737.82</b>	<b>155,583,362.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,752,332.60</b>	<b>158,483,432.42</b>	<b>160,778,898.76</b>	<b>1,497,850.62</b>	<b>(3,793,316.96)</b>

**TOWN OF ANDOVER  
GENERAL FUND SPECIAL ARTICLES  
JUNE 30, 2015**

ORG CODE	OBJ CODE	ARTICLE NUMBER	ARTICLE TITLE	CONTINUED APPROPRIATION	OTHER ACCOUNTS	APPROPRIATION	TRANSFER FROM OTHER	TOTAL AVAILABLE	EXPENDED	OTHER FINANCING USES	ENCUMB	CONTINUED APPROPRIATION
02133	571064	ANNUAL	FIREWORKS FUND	2,250.00		14,000.00		16,250.00	11,750.00			4,500.00
02133	571083	ANNUAL	SUPPORT FOR CIVIC EVENTS	436.00		5,000.00		5,436.00	3,898.14			1,537.86
				<hr/>								
				2,686.00	0.00	19,000.00	0.00	21,686.00	15,648.14	0.00	0.00	6,037.86
02133	571072	ANNUAL	OPEB FUNDING	0.00		1,248,316.00		1,248,316.00	1,248,316.00			0.00
				<hr/>								
				0.00	0.00	1,248,316.00	0.00	1,248,316.00	1,248,316.00	0.00	0.00	0.00
02133	571085	ANNUAL	LEDGE ROAD LANDFILL STABILIZATION	0.00		1,000,000.00		1,000,000.00	1,000,000.00			0.00
				<hr/>								
				0.00	0.00	1,000,000.00	0.00	1,000,000.00	1,000,000.00	0.00	0.00	0.00
02133	571086	ANNUAL	BOND PREMIUM STABILIZATION FUND	0.00		768,000.00		768,000.00	768,000.00			0.00
				<hr/>								
				0.00	0.00	768,000.00	0.00	768,000.00	768,000.00	0.00	0.00	0.00
02141	571065	ART 56, 2013	PROPERTY VALUATION	57,828.00		0.00		57,828.00	44,800.00		200.00	12,828.00
				<hr/>								
				57,828.00	0.00	0.00	0.00	57,828.00	44,800.00	0.00	200.00	12,828.00
02171	571012	ART 57, 1995	WETLAND BYLAW	1,461.19				1,461.19	1,461.00			0.19
				<hr/>								
				1,461.19	0.00	0.00	0.00	1,461.19	1,461.00	0.00	0.00	0.19
02541	571080	ANNUAL	ELDERLY DISABLED TRANSPORT (T)	15,231.21		8,000.00		23,231.21	7,783.00		2,500.00	12,948.21
				<hr/>								
				15,231.21	0.00	8,000.00	0.00	23,231.21	7,783.00	0.00	2,500.00	12,948.21
<b>TOTAL GENERAL FUND</b>				<hr/>								
				77,206.40	0.00	3,043,316.00	0.00	3,120,522.40	3,086,008.14	0.00	2,700.00	31,814.26

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

DESCRIPTION	07/01/14 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	06/30/15 Balance
ART 11 05 SCHOOL BUILDING REP/IMP	4,254.31				4,254.31	4,254.31			0.00
ART 17 06 SCHOOL ROOF REPLACEMENTS	0.00	9,304.00			9,304.00				9,304.00
ART 15 07 SCHOOL ROOF REPLACE	1,320.00				1,320.00				1,320.00
ART 28 07 SCHOOL BUILDING MAINTENANCE	268.95				268.95				268.95
ART 27, 08 SCHOOL BLDG MAINT/RENOV	46,814.85	2,082.78			48,897.63	1,672.18			47,225.45
ART 56 09 SCHOOL BLDG MAINT/REPAIR	1,500.00	2,272.95			3,772.95				3,772.95
ART 41 10 SCHOOL MAINT & RENOVATION	46,033.20	653.30			46,686.50	14,201.93			32,484.57
ART 16 11 SCHOOL BLDG MAINT/RENOV	24,014.50				24,014.50	24,014.50			0.00
ART 17 11 WEST MIDDLE GREEN REPAIRS	4,229.95				4,229.95	4,229.95			0.00
ART 25 12 SCHOOL BLDG/MAINT RENOV	164,693.49	227,183.21			391,876.70	283,178.86		9,782.41	98,915.43
ART 38 12 WEST MIDDLE SCHOOL REPAIR	-2,500.64	9,260.00			6,759.36				6,759.36
ART 32 13 AHS TENNIS COURTS	107,233.15				107,233.15	101,233.15			6,000.00
ART 35 13 SCHOOL SPACE NEEDS STUDY	0.00	26,000.00			26,000.00	26,000.00			0.00
ART 18, 13 DOHERTY MIDDLE SITE IMPROVEMENTS	124,508.80	44,298.44			168,807.24	97,069.12		9,091.00	62,647.12
ART 36, 13 SCHOOL BLDG MAINT & IMPROVE	238,234.18	4,632.00			242,866.18	162,891.95		20.00	79,954.23
ART 38, 13 WEST MIDDLE SCHOOL HEATING	51,821.39	594,597.37			646,418.76	629,594.02			16,824.74
ART 39, 15 SCH BLDG MAINT AND RENOV	0.00				0.00				0.00
ART 40, 15 SCH SITE IMPROVEMENTS - WEST ELEM	0.00				0.00				0.00
ART 37 15 AHS TRACK REPLACEMENT	0.00			250,000.00	250,000.00				250,000.00
<b>TOTAL SCHOOL</b>	<b>812,426.13</b>	<b>920,284.05</b>	<b>0.00</b>	<b>250,000.00</b>	<b>1,982,710.18</b>	<b>1,348,339.97</b>	<b>0.00</b>	<b>18,893.41</b>	<b>615,476.80</b>
ART 59 09 FEASIBILITY STUDY BANCROFT SCH	16,030.17				16,030.17				16,030.17
STM 3 10 BANCROFT SCHOOL REPLACE	-3,321,044.92	6,764,842.09	1,164,000.00	1,981,364.00	6,589,161.17	6,907,615.36		763,973.63	-1,082,427.82
<b>TOTAL BANCROFT REPLACEMENT</b>	<b>-3,305,014.75</b>	<b>6,764,842.09</b>	<b>1,164,000.00</b>	<b>1,981,364.00</b>	<b>6,605,191.34</b>	<b>6,907,615.36</b>	<b>0.00</b>	<b>763,973.63</b>	<b>-1,066,397.65</b>
B3 12 STM YOUTH CENTER APPROPR	12,120.62	1,986,979.38			1,999,100.00	1,640,316.75		357,666.43	1,116.82
A2 13 STM YOUTH CTR-WOOD TRUST	0.00	700,000.00			700,000.00	700,000.00			0.00
<b>TOTAL YOUTH CENTER</b>	<b>12,120.62</b>	<b>2,686,979.38</b>	<b>0.00</b>	<b>0.00</b>	<b>2,699,100.00</b>	<b>2,340,316.75</b>	<b>0.00</b>	<b>357,666.43</b>	<b>1,116.82</b>
ART 5 2004 2005 CIP (Effective 07/01/2004)	0.01				0.01				0.01
ART 5 2006 2007 CIP (Effective 07/01/2006)	0.01				0.01				0.01
ART 5 2007 2008 CIP (Effective 07/01/2007)	10,984.55	1,196.50			12,181.05	2,740.58			9,440.47
ART 8 2008 2009 CIP (Effective 07/01/2008)	71,886.45	24,577.00			96,463.45	58,689.82		7,800.00	29,973.63
ART 5 2009 2010 CIP (Effective 07/01/2009)	19,114.13	36,997.00			56,111.13	36,997.00			19,114.13
ART 5 2010 2011 CIP (Effective 07/01/2010)	42,826.29	58,390.58			101,216.87	62,864.30		7,958.90	30,393.67
ART 5 2011 2012 CIP (Effective 07/01/2011)	57,588.11	21,726.58			79,314.69	60,976.41		4,969.32	13,368.96
ART 5 2012 2013 CIP (Effective 07/01/2012)	832,715.95	57,074.43			889,790.38	411,005.76		121,247.06	357,537.56
ART 5 2013 2014 CIP (Effective 07/01/2013)	1,660,903.73	29,158.54			1,690,062.27	956,578.29		125,420.93	608,063.05
ART 5 2014 2015 CIP (Effective 07/01/2014)	0.00			2,370,000.00	2,370,000.00	470,994.67		202,270.67	1,696,734.66
ART 5 2015 2016 CIP (Effective 07/01/2015)									
<b>TOTAL CIP</b>	<b>2,696,019.23</b>	<b>229,120.63</b>	<b>0.00</b>	<b>2,370,000.00</b>	<b>5,295,139.86</b>	<b>2,060,846.83</b>	<b>0.00</b>	<b>469,666.88</b>	<b>2,764,626.15</b>

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

DESCRIPTION	07/01/14 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	06/30/15 Balance
ART 31 98 SEWER PLANS- SO	188,964.13				188,964.13				188,964.13
ART 34 98 SEWER PLN ROGERS	32,528.44				32,528.44				32,528.44
ART 42 99 ROGERS BROOK SEWER	26,516.30				26,516.30				26,516.30
ART 41 99 SEWER CONST MAIN ST	84,744.96				84,744.96				84,744.96
ART 44-3 02 SANITARY SEWER INFILTRATION	18,610.32				18,610.32				18,610.32
ART 25 04 SEWER METER	72,417.68				72,417.68	34,741.13			37,676.55
ART 2A 04 SOUTH MAIN STREET AREA SEWER	341,844.44				341,844.44				341,844.44
ART 33 06 REPAIR/REPLACE SANITARY SEWER	114,238.74				114,238.74				114,238.74
ART 36 07 DASCOMB/OSGOOD SEWER	45,257.64				45,257.64				45,257.64
ART 41 07 KIRKLAND ST SEWER (BETTERMENTS)	39,702.65				39,702.65				39,702.65
ART 64 07 SHAWSHEEN PUMP STATION	302,217.90				302,217.90				302,217.90
ART 33 08 SHAWSHEEN RIVER OUTFALL SEWER	328,097.86				328,097.86	2,406.15		3,438.60	322,253.11
ART 32 10 SEWER MAIN CONST & RECONST	500,000.00				500,000.00				500,000.00
ART 46 10 SEWER LINE EXT LINCOLN ST	56,540.08				56,540.08				56,540.08
ART 37 12 SEWER MAINTENANCE VEHICLE	3,783.14				3,783.14				3,783.14
ART 44 13 SEWER VEHICLES	67,500.00			27,500.00	95,000.00	10,973.00		24,322.00	59,705.00
A60 14 SEWER MASTER PLAN STUDY	100,000.00				100,000.00	24,604.72		75,572.28	-177.00
<b>TOTAL SEWER</b>	<b>2,322,964.28</b>	<b>0.00</b>	<b>0.00</b>	<b>27,500.00</b>	<b>2,350,464.28</b>	<b>72,725.00</b>	<b>0.00</b>	<b>103,332.88</b>	<b>2,174,406.40</b>
ART 32-2 00 CONSERV MAINT/IMP	3,340.04				3,340.04	2,002.60			1,337.44
ART 12 01 LAND ACQ LOWELL JCT ROAD	-6,118.42				-6,118.42	5,000.00			-11,118.42
ART 23 02 CONSERVATION FUND	19,295.75				19,295.75				19,295.75
ART 33, 13 LAND ACQ 14 CHANDLER RD	775,000.00				775,000.00	728,563.73			46,436.27
A60 13 STREAMGAUGING SYSTEM	52,500.00				52,500.00	15,000.00			37,500.00
ART 55 14 OPEN SPACE MANAGEMENT	0.00			25,000.00	25,000.00	14,638.15			10,361.85
<b>TOTAL CONSERVATION</b>	<b>844,017.37</b>	<b>0.00</b>	<b>0.00</b>	<b>25,000.00</b>	<b>869,017.37</b>	<b>765,204.48</b>	<b>0.00</b>	<b>0.00</b>	<b>103,812.89</b>

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

DESCRIPTION	07/01/14 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	06/30/15 Balance
ART 44 99 LANDFILL CLOSURE	200,000.00		700,000.00		900,000.00	186,986.07		294,261.54	418,752.39
ART 43 06 LANDFILL CAP LEDGE ROAD	89,900.00	5,963.90			95,863.90			5,963.90	89,900.00
ART 31 08 LEDGE ROAD LANDFILL CLOSURE	-640,691.33	183,768.14			-456,923.19	185,440.73			-642,363.92
<b>TOTAL LAND FILL STUDY</b>	<b>-350,791.33</b>	<b>189,732.04</b>	<b>700,000.00</b>	<b>0.00</b>	<b>538,940.71</b>	<b>372,426.80</b>	<b>0.00</b>	<b>300,225.44</b>	<b>-133,711.53</b>
ART 74 99 MAIN ST STREETSCAPE	0.00	83,602.23			83,602.23	83,602.23			0.00
ART 48 02 MAIN ST IMPROVEMENTS	17,852.90				17,852.90	4,266.00			13,586.90
A25 14 BALLARDVLF5 LAND PURCHS	200,000.00				200,000.00	850.00			199,150.00
ARTT 26 14 BALLARDVALE ADDITION	200,000.00				200,000.00	7,733.20			192,266.80
A27 14 SR CITIZENS NEEDS STUDY	0.00			35,000.00	35,000.00	25,000.00		10,000.00	0.00
A21 14 GIS DARA UPDATE	30,000.00				30,000.00				30,000.00
<b>TOTAL OTHER</b>	<b>447,852.90</b>	<b>83,602.23</b>	<b>0.00</b>	<b>35,000.00</b>	<b>566,455.13</b>	<b>121,451.43</b>	<b>0.00</b>	<b>10,000.00</b>	<b>435,003.70</b>
ART 27 96 REPAINT WATER	37,862.97				37,862.97				37,862.97
ART 30 00 WATER MAIN DISTRIBUTION	3,308.41				3,308.41				3,308.41
ART 18 03 WATER STORAGE TANK REHAB	80,000.00				80,000.00				80,000.00
ART 20 03 WATER PLANT IMPROVEMENTS	384,305.14	8,700.00			393,005.14	104,170.16		20,050.17	268,784.81
ART 25 04 WATER METERS	316.60				316.60				316.60
ART 36 05 WATER DISTRIBUTION IMPROVEMENTS	162.03				162.03				162.03
ART 55 05 HAGGERTS/FISHBROOK SALT ST	-0.02				-0.02				-0.02
ART 32 06 WATER METERS	209,318.28				209,318.28	1,446.57			207,871.71
ART 46 07 WATER DISTRIBUTION	137,806.82				137,806.82	110,938.31		26,868.51	0.00
ART 47 07 WATER PLANT PUMPS	4,397.58				4,397.58				4,397.58
ART 29 09 WATER MAIN CONST/RECONST	98,824.00				98,824.00	98,824.00			0.00
ART 30 09 WATER SUPPLY IMPROVEMENTS	111,646.50	28,688.25			140,334.75	-4,455.50			144,790.25
ART 65 09 WATER PLANT ROOF REPLACE	161,721.15				161,721.15				161,721.15
ART 31 10 WATER MAIN COST & RECONST	500,000.00				500,000.00	259,050.20		240,949.80	0.00
ART 33 10 WATER PLANT GAC REPLACE	-560.00				-560.00				-560.00
ART 34 10 WATER PLANT HVAC & EQUIP	239,259.08				239,259.08	14,505.92			224,753.16
ART 42 11 WATER MAIN CONST/RECONST	500,000.00				500,000.00	217,881.62			282,118.38
ART 44 11 VARIABLE SPEED UMP	159,099.95		340,000.00		499,099.95	63,694.74		63,662.54	371,742.67
ART 35 12 MAJOR WATER MAIN REPLACEMENT	669,713.11	453,783.83			1,123,496.94	476,500.81		108,210.24	538,785.89
ART 36 12 WATER PLANT BACKWASH TANK	0.00				0.00				0.00
ART 43 12 WATER DISTRIBUTION MAINTENANCE	0.00		500,000.00		500,000.00				500,000.00
ART 44 13 WATER VEHICLES	67,500.00			27,500.00	95,000.00	10,973.00		24,322.00	59,705.00
ART 45 13 WATER DIST FLUSHING PROGRAM	134,783.80	42,995.22			177,779.02	129,454.95		42,961.02	5,363.05
ART 41, 13 MAJOR WATER MAIN REPLACEMENT	999,562.60				999,562.60				999,562.60
ART 42, 13 WATER DISTRIBUTION MAINT	0.00		500,000.00		500,000.00				500,000.00
ART 26, 13 HYDRANT INFRASTRUCTURE	59,281.81	68,958.59	500,000.00		628,240.40	463,328.81		88,808.51	76,103.08
A58 14 WATER/SEWER RATE STUDY	100,000.00				100,000.00				100,000.00
ART 56 WATER MAIN REPLACEMENT PROJECTS	0.00				0.00				0.00
ART 57 15 WATER PLANT GAC REPLACEMENT	0.00			500,000.00	500,000.00	113.29			499,886.71
<b>TOTAL WATER</b>	<b>4,658,309.81</b>	<b>603,125.89</b>	<b>1,840,000.00</b>	<b>527,500.00</b>	<b>7,628,935.70</b>	<b>1,946,426.88</b>	<b>0.00</b>	<b>615,832.79</b>	<b>5,066,676.03</b>

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

DESCRIPTION	07/01/14 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	06/30/15 Balance
ART 32 01 TOWN/SCHOOL PROJECTS	719.02				719.02				719.02
ART 33-5 01 WEST FIRE STATION - LONG TERM	13,439.54	3,887.08			17,326.62				17,326.62
ART 28-1 02 TOWN BUILDING IMPROVEMENTS	956.02				956.02				956.02
ART 32 04 SENIOR CTR PLANS	1,715.75				1,715.75				1,715.75
ART 48 06 LAND TRANSFER BUXTON CT	200.00				200.00				200.00
ART 27 07 TOWN BLDG RENOVATION	121,474.44				121,474.44	129.47			121,344.97
ART 51 07 ACQ BLANCHARD ST	28,767.03				28,767.03				28,767.03
ART 44 08 WM WOOD MEMORIAL	3,902.43				3,902.43				3,902.43
ART 49 08 PARKS & GROUNDS BUILDING	276,691.00				276,691.00				276,691.00
ART 28 08 TOWN BLDG RENOVATION	-0.44				-0.44				-0.44
ART 36 08 FIRE DPW VEHICLES	7,761.00				7,761.00				7,761.00
ART 17 09 CAMPENILLI DRIVE (RIGHT OF REFUSAL)	10,255.00	9,900.00			20,155.00	11,043.20			9,111.80
ART 18 09 SITE EVALUATION TOWN YARD	-235.00				-235.00				-235.00
ART 34 09 B'VALLE FIRE REPLACEMENT	66,095.20				66,095.20				66,095.20
ART 55 09 TOWN BLDG MAINT/IMPROVE	5,881.54				5,881.54				5,881.54
ART 57 09 BLANCHARD ST BALLFIELDS	-0.18				-0.18				-0.18
ART 42 10 TOWN BLDG MAINTENANCE	0.00	15,043.01			15,043.01	13,543.01			1,500.00
ART 34 11 TOWN BUILDING MAINTENANCE	46,530.84				46,530.84				46,530.84
ART 18 11 MUNICIPAL SERVICE FACILITY	1,683.00				1,683.00				1,683.00
ART 38 11 SPRING GROVE MAINT	13,000.00			6,000.00	19,000.00				19,000.00
ART 22 12 TECH INFRASTRUCTURE	436,103.12	74,854.86	200,000.00		710,957.98	314,608.03		146,472.67	249,877.28
ART 23 12 TOWN PLAYGROUND	200,000.00				200,000.00	79,444.40		120,555.60	0.00
ART 24 12 TOWN BLDG MAINTENANCE	103,560.05	95,389.77			198,949.82	95,049.40		27,881.00	76,019.42
ART 28 12 BALMOAL REPAIRS	33,029.65				33,029.65				33,029.65
ART 37 13 ANNUAL COMPUTER REPLACEMENT	84,949.68			359,706.00	444,655.68	260,934.69		4,625.00	179,095.99
ART 45 13 PAY AND DISPLAY	117,252.92				117,252.92	90,660.52		8,004.35	18,588.05
A22 13 MONUMENT DEYERMOND	2.45				2.45				2.45
B39 14 TOWN & SCHOOL ENERGY	0.00		236,000.00		236,000.00	176,641.62		4,979.97	54,378.41
B40 14 TECH HARD/SOFTWARE	0.00				0.00				0.00
B41 14 PLAYGROUND REPLACEMENTS	0.00		150,000.00		150,000.00	150,000.00			0.00
B43 14 BUILD & FACILITY MAINT	0.00		467,000.00		467,000.00	203,491.89		10,197.50	253,310.61
B52 14 SCHOOL BLDG MAINT/RENOV	0.00		1,500,000.00		1,500,000.00	286,907.49		815,083.00	398,009.51
ART 29 15 PUB SAFETY COM UPGRADES	0.00			150,000.00	150,000.00				150,000.00
B38 15 SAFETY & SECURITY COMM UPGRADES	0.00				0.00				0.00
B46 15 TOWN BLDG AND FACILITY MAINT	0.00				0.00				0.00
ART 31 15 TWN & SCHOOL ENERGEY INITIATIVES	0.00			337,000.00	337,000.00				337,000.00
<b>TOTAL MUNI BUILDING</b>	<b>1,573,734.06</b>	<b>199,074.72</b>	<b>2,553,000.00</b>	<b>852,706.00</b>	<b>5,178,514.78</b>	<b>1,682,453.72</b>	<b>0.00</b>	<b>1,137,799.09</b>	<b>2,358,261.97</b>

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

DESCRIPTION	07/01/14 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	06/30/15 Balance
ART 46-3 99 TOWN CAPITAL	575.94				575.94	569.18			6.76
ART 88 99 IMPROVE ESSEX/PEARSON	3,500.00				3,500.00				3,500.00
ART 83 99 SALEM ST SIDEWALK	46,482.27				46,482.27				46,482.27
ART 54 00 LINCOLN CIRCLE/LILIAN TER	9,673.99				9,673.99				9,673.99
ART 66 00 SIDEWALK RESTORATION	6,987.78				6,987.78				6,987.78
ART 70 00 SIDEWALK CHESTNUT ST	71,174.95				71,174.95				71,174.95
ART 22 01 SIDEWALK CROSS HIGH PLAIN	10,427.37				10,427.37				10,427.37
ART 28 01 ACQ SMITHSHIRE EST	56,946.18				56,946.18				56,946.18
ART 33-1 01 GIS	106.00				106.00				106.00
ART 44-1 02 HYDRANT REPLACEMENT	632.54				632.54				632.54
ART 44-2 02 GIS	30,720.44				30,720.44	816.86			29,903.58
ART 33 05 MORAINE ST	6,152.90				6,152.90				6,152.90
ART 38 07 ACQUIRE GRANLI DRIVE	1,653.84				1,653.84				1,653.84
ART 39 07 PEDESTRIAN FOOT BRIDGE	15,000.00				15,000.00				15,000.00
ART 52 07 BRIDGE REPAIRS	24,144.35				24,144.35				24,144.35
ART 2A 07 ACQ 16 PEARSON ST	12,214.87				12,214.87				12,214.87
ART 3A 07 ACQ 18 PEARSON ST	479.67				479.67				479.67
ART 4A 07 ACQ 37 PEARSON ST	27,393.41				27,393.41				27,393.41
ART 32 08 BRIDGE REPAIRS	218,677.70	28,369.00			247,046.70				247,046.70
ART 52 10 REPAIRS TO PUBLIC WAYS	15,634.44				15,634.44				15,634.44
ART 50 08 STORM DRAINAGE IMPROVEMENTS	20,733.74				20,733.74	11,232.00		9,501.74	0.00
ART 24 11 TOWN BRIDGE EVAL/REPAIR	78,878.00	5,765.42			84,643.42	2,845.00		2,920.42	78,878.00
ART 25 11 PEARSON ST PARKING LOT	2,253.20				2,253.20				2,253.20
ART 33 11 STORM DRAINAGE IMPROVE	13,881.55	1,405.00			15,286.55	11,632.62			3,653.93
ART 42 12 HIGHPLAIN@FISHBROOK	139,392.80	56,716.24			196,109.04	16,677.41		44,239.00	135,192.63
B20 14 HOLT RD SIDEWALK CONSTR	0.00		138,000.00		138,000.00	337.50			137,662.50
B22 14 HYDRANT MAINTENANCE	0.00		500,000.00		500,000.00				500,000.00
ART 44 MINOR STORM DRAIN IMPROVEMENTS	0.00				0.00				0.00
ART 45 SIDEWALK CONSTRUCTION - WOBURN	0.00				0.00				0.00
ART 62 SIDEWALK CONSTRUCTION - RIVER ST	0.00				0.00				0.00
ART 60 15 FINISH CHARLES CIRCLE	0.00			66,000.00	66,000.00				66,000.00
<b>TOTAL ROAD/STORM DRAIN</b>	<b>813,717.93</b>	<b>92,255.66</b>	<b>638,000.00</b>	<b>66,000.00</b>	<b>1,609,973.59</b>	<b>44,110.57</b>	<b>0.00</b>	<b>56,661.16</b>	<b>1,509,201.86</b>
ART 47 99 PUB SAF ANTENNAS	3,920.50				3,920.50				3,920.50
ART 10-1 02 PUBLIC SAFETY ADDL CONTINGENCY	355.01				355.01				355.01
ART 34-3 02 REVERSE 911	726.30				726.30				726.30
ART 30 10 FIRE RESCUE AMBULANCE	2,455.81				2,455.81	2,455.81			0.00
ART 23 11 DPW VEHICLES	60,952.00				60,952.00	60,952.00			0.00
ART 24 13 DPW VEHICLES	150,000.00				150,000.00	150,000.00			0.00
B45 14 DPW VEHICLES	0.00		260,000.00		260,000.00	170,418.00			89,582.00
ART 30 15 HIGHWAY VEHICLES	0.00			175,000.00	175,000.00				175,000.00
<b>GRAND TOTAL</b>	<b>218,409.62</b>	<b>0.00</b>	<b>260,000.00</b>	<b>175,000.00</b>	<b>653,409.62</b>	<b>383,825.81</b>	<b>0.00</b>	<b>0.00</b>	<b>269,583.81</b>
<b>GRAND TOTAL</b>	<b>10,743,765.87</b>	<b>11,769,016.69</b>	<b>7,155,000.00</b>	<b>6,310,070.00</b>	<b>35,977,852.56</b>	<b>18,045,743.60</b>	<b>0.00</b>	<b>3,834,051.71</b>	<b>14,098,057.25</b>

**TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARD  
FISCAL YEAR ENDING JUNE 30, 2015**

FUND/TITLE	Available Balance 06/30/14	Encumbrance	Intergovmental	Interest	OFS	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/15
FY03 TRAFFIC ENFORCEMENT	-4,284.30		13,930.08				9,645.78	13,081.04		13,081.04			0.00	-3,435.26
UNDERAGE ALCOHOL	332.71						332.71			0.00			0.00	332.71
<b>FEDERAL PUBLIC SAFETY GRANTS</b>	<b>-3,951.59</b>	<b>0.00</b>	<b>13,930.08</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>9,978.49</b>	<b>13,081.04</b>	<b>0.00</b>	<b>13,081.04</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-3,102.55</b>
SPED ENTITLEMENT	-55,225.61		187,238.00				132,012.39	131,891.39	121.00	132,012.39			0.00	0.00
SPED ENTITLEMENT	0.00		1,049,462.00				1,049,462.00	1,188,742.41		1,188,742.41			0.00	-139,280.41
EARLY CHILDHOOD ALLOCATION	0.00		23,198.26				23,198.26	22,788.07		22,788.07		410.19	410.19	0.00
SPED IMPROVEMENT	-806.00		1,384.00				578.00		578.00	578.00			0.00	0.00
SPED IMPROVEMENT	0.00		49,647.00				49,647.00		49,647.00	49,647.00			0.00	0.00
EC SPED IMPROVEMENT	0.00		1,000.00				1,000.00		8,000.00	8,000.00			0.00	-7,000.00
LEP SUPPORT	1,866.44		12,326.00				14,192.44	13,529.00	663.44	14,192.44			0.00	0.00
TITLE III LEP SUPPORT 180	0.00		2,326.00				2,326.00		2,027.88	2,027.88			0.00	298.12
TITLE I READING	0.00		112,904.00				112,904.00	119,887.27	99.95	119,987.22			0.00	-7,083.22
TITLE I	-13,345.21	5,895.00	62,628.00				55,177.79	48,791.48	6,386.31	55,177.79			0.00	0.00
PROFESSIONAL DEVELOPMENT	-41,426.46	4,531.40	52,933.00				16,037.94	7,870.00	8,167.94	16,037.94			0.00	0.00
PROF DEB TEACHER QUALITY 140	0.00		50,622.00				50,622.00	27,445.00	46,989.48	74,434.48		19,400.00	19,400.00	-43,212.48
ARTS IN EDUCATION	0.00		129,061.68				129,061.68	42,367.66	138,170.15	180,537.81		31,499.49	31,499.49	-82,975.62
<b>FEDERAL EDUCATION GRANTS</b>	<b>-108,936.84</b>	<b>10,426.40</b>	<b>1,734,729.94</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,636,219.50</b>	<b>1,603,312.28</b>	<b>260,851.15</b>	<b>1,864,163.43</b>	<b>0.00</b>	<b>51,309.68</b>	<b>51,309.68</b>	<b>-279,253.61</b>
HEALTHY COMMUNITY	6,947.81		104,955.00				111,902.81	63,276.84	11,633.49	74,910.33		29,608.48	29,608.48	7,384.00
FY09 REG EMERG PREPARDNESS	49.96	6,837.70	94,857.00				101,744.66	51,471.73	32,876.85	84,348.58		12,776.36	12,776.36	4,619.72
NAT ASSN CNT/CITY HEALTH OF	12,634.54						12,634.54		973.28	973.28			0.00	11,661.26
LSTA INNOVATIVE GRANT AUTISM	3,276.31						3,276.31		3,276.31	3,276.31			0.00	0.00
<b>FEDERAL OTHER GRANTS</b>	<b>22,908.62</b>	<b>6,837.70</b>	<b>199,812.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>229,558.32</b>	<b>114,748.57</b>	<b>48,759.93</b>	<b>163,508.50</b>	<b>0.00</b>	<b>42,384.84</b>	<b>42,384.84</b>	<b>23,664.98</b>
FEMA COM EMERG MGMT	73,716.23						73,716.23			0.00			0.00	73,716.23
BULLETT VEST PARTNERSHIP	8,059.47		7,090.00				15,149.47			0.00			0.00	15,149.47
STUDENT AWARE OF FIRE EDUCATION	5,786.00		6,123.00				11,909.00	1,120.00	8,506.60	9,626.60			0.00	2,282.40
FY09 911 PSAP SUPPORT	-64,286.14		63,215.08				-1,071.06		78,914.20	78,914.20			0.00	-79,985.26
DEPARTMENT TRAINING GRANT	-8,477.62	557.00	15,346.83				7,426.21	6,037.59	10,588.41	16,626.00			0.00	-9,199.79
PSAP LEADERSHIP SCHOLARSHIP	0.28						0.28			0.00			0.00	0.28
PEDESTRIAN, BIKE, TRAFFIC ENFORCENT	1,664.09						1,664.09			0.00			0.00	1,664.09
DISASTER REIMBURSEMENTS	7,873.92		10,080.00				17,953.92	10,080.00		10,080.00			0.00	7,873.92
ALTERNATIVE SENTENCING	300.00						300.00			0.00			0.00	300.00
SENIOR AWARENESS FIRE EDU	2,218.00		3,195.00				5,413.00	480.00	3,143.00	3,623.00			0.00	1,790.00
<b>STATE PUBLIC SAFETY GRANTS</b>	<b>26,854.23</b>	<b>557.00</b>	<b>105,049.91</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>132,461.14</b>	<b>17,717.59</b>	<b>101,152.21</b>	<b>118,869.80</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>13,591.34</b>
CHAPTER 90	-28,843.14	28,843.15	1,015,380.82				1,015,380.83		1,064,796.99	1,064,796.99			0.00	-49,416.16
PWED	94,877.55			255.19			95,132.74			0.00			0.00	95,132.74
WINTER RAPID RECOVERY ROAD PRG	-91,892.31	22,749.34	208,633.00				139,490.03		342,602.28	342,602.28			0.00	-203,112.25
WATER TREATMENT PLANT - VSD	0.00		20,000.00				20,000.00		20,000.00	20,000.00			0.00	0.00
SIDEWALK FUND PLANNING BOARD	10,041.73		73,014.87				83,056.60			0.00			0.00	83,056.60
<b>STATE PUBLIC WORKS GRANTS</b>	<b>-15,816.17</b>	<b>51,592.49</b>	<b>1,317,028.69</b>	<b>255.19</b>	<b>0.00</b>	<b>0.00</b>	<b>1,353,060.20</b>	<b>0.00</b>	<b>1,427,399.27</b>	<b>1,427,399.27</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-74,339.07</b>
LIBRARY AID CH 78 SEC 19A	104,780.37					46,143.42	150,923.79		1,363.44	1,363.44		619.20	619.20	148,941.15
LIBRARY AID CH 139	69.78						69.78		39.95	39.95			0.00	29.83
<b>STATE LIBRARY GRANTS</b>	<b>104,850.15</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>46,143.42</b>	<b>150,993.57</b>	<b>0.00</b>	<b>1,403.39</b>	<b>1,403.39</b>	<b>0.00</b>	<b>619.20</b>	<b>619.20</b>	<b>148,970.98</b>

**TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARD  
FISCAL YEAR ENDING JUNE 30, 2015**

FUND/TITLE	Available Balance 06/30/14	Encumbrance	Inter'govmental	Interest	OFS	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/15
RECYCLE INCENTIVE	9,894.29						9,894.29	1,484.00	1,038.99	2,522.99			0.00	7,371.30
NEW HORIZONS FOR YOUTH	7.21						7.21			0.00			0.00	7.21
FY03 COA FORMULA GRANT	-732.11	354.05	51,576.00				51,197.94	34,337.44	14,474.85	48,812.29		3,148.76	3,148.76	-763.11
LAHEY CLINIC NUTRITION GRANT	5,294.73						5,294.73			0.00			0.00	5,294.73
GREATER RIVER VALLEY MRC	826.01		16,839.68				17,665.69	11,088.00	2,004.32	13,092.32			0.00	4,573.37
ENERGY EDUCATION ELDER SERVICES	1,141.10						1,141.10			0.00			0.00	1,141.10
GREEN COMMUNITIES	-86,481.53		110,299.50				23,817.97	3,790.28	24,850.68	28,640.96			0.00	-4,822.99
43D TECH ASSIST GRANT	10,128.00						10,128.00			0.00			0.00	10,128.00
CLEAN ENERGY CHOICE	1,975.70						1,975.70			0.00			0.00	1,975.70
ARTS LOTTERY COUNCIL	3,964.02		5,370.00				9,334.02		2,868.41	2,868.41			0.00	6,465.61
RIGHT TO KNOW	973.30						973.30			0.00			0.00	973.30
SECONDHAND SMOKE INITIATIVE	1,000.00						1,000.00			0.00			0.00	1,000.00
WORKING FOREST INITIATIVE - DCR	0.00		9,035.65				9,035.65		9,035.65	9,035.65			0.00	0.00
OTHER STATE GRANTS	-52,009.28	354.05	193,120.83	0.00	0.00	0.00	141,465.60	50,699.72	54,272.90	104,972.62	0.00	3,148.76	3,148.76	33,344.22
CEMETERY SALE OF LOTS FUND	5,227.33						5,227.33			0.00			0.00	5,227.33
SALE OF REAL ESTATE	18,321.16						18,321.16			0.00			0.00	18,321.16
BUILD/FIRE CODE Ch 148A, Sec 5	3,700.00						3,700.00			0.00			0.00	3,700.00
WETLAND FILING FEES	127,449.95					26,987.30	154,437.25		5,188.97	5,188.97	25,000.00		25,000.00	124,248.28
OFF STREET PARKING	309,043.87					291,036.05	600,079.92			0.00	200,000.00		200,000.00	400,079.92
INSURANCE RECOVERY >\$20,000	0.00					36,103.00	36,103.00			0.00	36,103.00		36,103.00	0.00
WETLAND PROTECTION ACT	10,742.00					12,713.00	23,455.00			0.00			0.00	23,455.00
RECEIPTS RESERVED FOR APPROPRIATION	474,484.31	0.00	0.00	0.00	0.00	366,839.35	841,323.66	0.00	5,188.97	5,188.97	261,103.00	0.00	261,103.00	575,031.69
TITLE III LEP SUPPORT 180	0.00						0.00		0.00	0.00		0.00	0.00	0.00
LEA REVOLVING	34,785.70					30,902.29	65,687.99	31,198.20		31,198.20			0.00	34,489.79
EARLY CHILDHOOD REV	123,815.33					138,403.89	262,219.22	110,413.60	3,057.29	113,470.89			0.00	148,748.33
SCHOOL DAMAGE Ch 55 sec 53 1/2	3,515.27						3,515.27		140.25	140.25			0.00	3,375.02
COMMUNITY A.S.K. REVOLVING	2,252.09						2,252.09			0.00			0.00	2,252.09
PARENT TO PARENT REVOLVING	16,740.01					6,900.00	23,640.01		6,317.55	6,317.55			0.00	17,322.46
ANDOVER C.A.R.E.S.	3,621.33						3,621.33			350.00			0.00	3,271.33
ALL DAY KINDERGARTEN	509,948.65					1,198,524.37	1,708,473.02	874,515.27	186,549.79	1,061,065.06		199.45	199.45	647,208.51
EXTRA CURRICULAR REV	86,494.56					207,856.43	294,350.99	190,377.00	5,199.84	195,576.84			0.00	98,774.15
INSTRUMENTAL MUSIC REVOLVING	7,070.96					3,800.00	10,870.96	10,739.98	105.00	10,844.98			0.00	25.98
FINE ARTS	19,497.52	315.40				69,842.45	89,655.37	1,547.24	51,370.56	52,917.80			0.00	36,737.57
PHYS ED REVOLVING	6,679.37					1,200.00	7,879.37		1,635.84	1,635.84			0.00	6,243.53
AIRS	7,538.89						7,538.89	7,527.42		7,527.42			0.00	11.47
LOST BOOKS	22,182.73					2,807.97	24,990.70		2,135.11	2,135.11			0.00	22,855.59
SEFAC	4,776.39					200.00	4,976.39		883.40	883.40			0.00	4,092.99
COLLINS CTR REVOLVING	49,574.20					266,263.00	315,837.20	187,269.84	51,952.89	239,222.73		5,075.00	5,075.00	71,539.47
OUTSIDE ACTIVITIES REV	152,311.16	286.00				121,029.20	273,626.36	126,713.07	654.00	127,367.07			0.00	146,259.29
TRANSPORTATION REVOLVING	132,240.54					407,175.00	539,415.54	931.90	394,197.10	395,129.00			0.00	144,286.54
BANCROFT GIFTS AND DONATIONS	21,357.93	998.69				1,300.00	23,656.62		19,459.80	19,459.80		28.52	28.52	4,168.30
SANBORN GIFTS AND GRANTS	6,538.73					1,018.32	7,577.05		2,611.79	2,611.79			0.00	4,965.26
SHAWSHEEN GIFTS AND GRANTS	200.00					0.00	200.00			0.00			0.00	200.00
SOUTH SCHOOL GIFTS AND GRANTS	11,545.71					16,969.63	28,515.34		1,115.00	1,115.00			0.00	27,400.34
WEST ELEM GIFTS AND GRANTS	0.02					0.00	0.02		0.02	0.02			0.00	0.00
HIGH PLAIN GIFTS AND GRANTS	369.05					2,000.00	2,369.05		2,207.75	2,207.75			0.00	161.30
WOOD HILL GIFTS AND GRANTS	3,828.87					200.00	4,028.87		520.29	520.29			0.00	3,508.58
DMS ENGINEERING GIFTS AND GRANTS	2,522.78					3,130.00	5,652.78		2,244.37	2,244.37			0.00	3,408.41
WEST MIDDLE GIFTS AND GRANTS	14,336.28					22,042.00	36,378.28		22,987.48	22,987.48		350.00	350.00	13,040.80
ANDOVER HIGH GIFTS AND GRANTS	13,871.86	1,000.10				38,193.50	53,065.46		13,883.27	13,883.27			0.00	39,182.19
STUDENT ACTIVITY MGL 71/47	565,494.88					1,126,233.24	1,691,728.12		1,069,243.36	1,069,243.36			0.00	622,484.76
REVOLVING FUNDS EDUCATION	1,823,130.81	2,600.19	0.00	0.00	0.00	3,665,991.29	5,491,722.29	1,541,233.52	1,838,821.75	3,380,055.27	0.00	5,652.97	5,652.97	2,106,014.05
ATHLETIC REVOLVING	119,876.49	4,671.95				492,001.79	616,550.23	203,209.62	326,543.87	529,753.49		1,148.56	1,148.56	85,648.18
REVOLVING FUNDS ATHLETIC	119,876.49	4,671.95	0.00	0.00	0.00	492,001.79	616,550.23	203,209.62	326,543.87	529,753.49	0.00	1,148.56	1,148.56	85,648.18

**TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARD  
FISCAL YEAR ENDING JUNE 30, 2015**

FUND/TITLE	Available Balance 06/30/14	Encumbrance	Intergovernmental	Interest	OFS	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFSU	Encumbrance	Total OFS/OFSU	Available Balance 06/30/15
CH44 SEC 53E 1/2 LEGAL NOTICES	5,823.60					24,900.00	30,723.60		18,350.73	18,350.73			0.00	12,372.87
CH44 SEC 53E 1/2 DCS REVOLVING	259,320.56					391,732.85	651,053.41	185,512.02	133,775.72	319,287.74		794.69	794.69	330,970.98
CH44 SEC 53E 1/2 YOUTH SERVICES	192,095.28					361,987.63	554,082.91	76,273.07	223,282.19	299,555.26		4,108.37	4,108.37	250,419.28
CH44 SEC 53E 1/2 ELDER SERVICES	156,804.00	1,321.41				100,075.46	258,200.87	28,752.97	107,581.21	136,334.18		7,538.91	7,538.91	114,327.78
CH44 SEC 53E 1/2 TITLE V HEALTH CLINICS	40,744.24					24,690.33	65,434.57	16,920.89	23,998.90	40,919.79			0.00	24,514.78
CH44 SEC 53E 1/2 FIELDS REVOLVING	101,717.07	908.60				35,715.50	138,341.17	5,768.00	7,188.10	12,956.10			0.00	125,385.07
CH44 SEC 53E 1/2 POLICE ANTENNEA	27,186.49					4,959.24	32,145.73			0.00			0.00	32,145.73
CH44 SEC 53E 1/2 BALD HILL COMP	47,975.90					15,996.33	63,972.23	2,653.93	38,258.52	40,912.45			0.00	23,059.78
CH44 SEC 53E 1/2 DPW CRT/HHW	23,650.21					10,325.00	33,975.21		11,947.50	11,947.50			0.00	22,027.71
CH44 SEC 53E 1/2 FIRE	91,868.40					28,645.16	120,513.56		71,167.97	71,167.97			0.00	49,345.59
CH44 SEC 53E 1/2 LOST/DAMAGED BOOKS	17,988.49					3,806.70	21,795.19		2,361.19	2,361.19			0.00	19,434.00
CH44 SEC 53E 1/2 COPY CENTER REVOLVING	12,724.29					3,374.65	16,098.94			0.00			0.00	16,098.94
<b>REVOLVING CHAPTER 44 53 E 1/2</b>	<b>977,898.53</b>	<b>2,230.01</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,006,208.85</b>	<b>1,986,337.39</b>	<b>315,880.88</b>	<b>637,912.03</b>	<b>953,792.91</b>	<b>0.00</b>	<b>12,441.97</b>	<b>12,441.97</b>	<b>1,020,102.51</b>
TOWN DAMAGE RESTITUTION	18,914.59						18,914.59			0.00			0.00	18,914.59
FRONTAGE ROAD	3,855.66						3,855.66			0.00			0.00	3,855.66
PUBLIC SAFETY DAMAGE REST	8,703.83					57.17	8,761.00			0.00			0.00	8,761.00
PUBLIC WORKS DAMAGE REST	25,895.62						25,895.62			0.00			0.00	25,895.62
RECYCLABLE BATTERY PROGRAM	1,253.84						1,253.84			0.00			0.00	1,253.84
ENERGY REBATE FUND	0.00					53,164.00	53,164.00			0.00			0.00	53,164.00
P&F DAMAGE RESTITUTION	27,275.55					57,397.81	84,673.36		47,317.31	47,317.31		2,073.62	2,073.62	35,282.43
<b>OTHER REVOLVING FUNDS</b>	<b>85,899.09</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>110,618.98</b>	<b>196,518.07</b>	<b>0.00</b>	<b>47,317.31</b>	<b>47,317.31</b>	<b>0.00</b>	<b>2,073.62</b>	<b>2,073.62</b>	<b>147,127.14</b>
CORPORATE GRANTS	35,158.87					31,721.15	66,880.02		38,967.01	38,967.01			0.00	27,913.01
AHS BAND AND CHOIR GRANTS	633.58						633.58			0.00			0.00	633.58
OTHER GIFTS AND GRANTS	20,918.68						20,918.68			0.00			0.00	20,918.68
ENGINEERING GRANT	-1,263.62					33,999.75	32,736.13		32,269.84	32,269.84			0.00	466.29
GEMS GRANT	197.22						197.22			0.00			0.00	197.22
ASIA SOCIETY GRANT	7,280.02					13,588.00	20,868.02		13,183.75	13,183.75			0.00	7,684.27
CIRCUIT BREAKER	1,618,141.93		1,611,025.00				3,229,166.93		1,936,018.12	1,936,018.12			0.00	1,293,148.81
ACADEMIC SUPPORT	-1,558.00		1,558.00				0.00			0.00			0.00	0.00
ACADEMIC SUPPORT	0.00		7,400.00				7,400.00	7,400.00		7,400.00			0.00	0.00
ESSENTIAL SCHOOL HEALTH SERV	0.00		109,320.00				109,320.00	83,905.95	22,812.15	106,718.10			0.00	2,601.90
<b>OTHER SPECIAL REVENUE FUNDS EDUCATION</b>	<b>1,679,508.68</b>	<b>0.00</b>	<b>1,729,303.00</b>	<b>0.00</b>	<b>0.00</b>	<b>79,308.90</b>	<b>3,488,120.58</b>	<b>91,305.95</b>	<b>2,043,250.87</b>	<b>2,134,556.82</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,353,563.76</b>

**TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLL FORWARD  
FISCAL YEAR ENDING JUNE 30, 2015**

FUND/TITLE	Available Balance 06/30/14	Encumbrance	Inter-governmental	Interest	OFS	Depart- mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/15
PREMIUM ON BOND ISSUE	0.00				591,194.30		591,194.30			0.00	591,194.30		591,194.30	0.00
VETERAN'S SERVICES GIFTS	3,850.82					1,245.00	5,095.82		1,614.78	1,614.78				3,481.04
CABLE TV COMMUNITY ACCESS	706,277.66	19,552.00				347,033.32	1,072,862.98		304,323.98	304,323.98	168,319.00	10,123.85	178,442.85	590,096.15
CABLE TV VERIZON	695,676.01					387,479.66	1,083,155.67		28,388.00	28,388.00	424,393.00	6,510.00	430,903.00	623,864.67
GIFT - FIREWORKS	19,533.00					6,105.65	25,638.65	210.18		210.18			0.00	25,428.47
SHED CONTRIBUTIONS	7,263.81						7,263.81			0.00			0.00	7,263.81
OLD TOWN HALL RESTORATION	426.61						426.61			0.00			0.00	426.61
TOWN GIFT & DONATIONS	22,054.32					37,932.72	59,987.04		45,975.77	45,975.77		9,900.00	9,900.00	4,111.27
CONSERVATION GIFT	875.00					524.00	1,399.00		1,108.35	1,108.35			0.00	290.65
CONSERVATION TRAIL ACCOUNT	567.21					55.00	622.21		613.71	613.71			0.00	8.50
DCS-GIFT	6,543.76						6,543.76			0.00			0.00	6,543.76
YOUTH SERVICES GIFTS/CONTRIBUTIONS	15,991.60	123,000.00				3,550.00	142,541.60		129,524.00	129,524.00			0.00	13,017.60
COA SENIOR CONNECTIONS	39.59					87,323.32	87,362.91	61,364.25	29,144.53	90,508.78			0.00	-3,145.87
COA SCHOLARSHIPS	3,648.75						3,648.75			0.00			0.00	3,648.75
LIBRARY GIFTS & DONATIONS	34,490.45					78,663.00	113,153.45		12,078.79	12,078.79			0.00	101,074.66
HOME FOR THE AGED GIFT	21,311.28			394.36		3,000.00	24,705.64			0.00			0.00	24,705.64
DPW ADMIN GIFT	105.27						105.27			0.00			0.00	105.27
CHOLESTEROL SCREENING	418.96						418.96			0.00			0.00	418.96
POLICE GIFTS AND DONATIONS	6,305.23						6,305.23			0.00			0.00	6,305.23
LOWELL ST/SHAWSHEEN TRAFFIC MITIGATION	5,000.00						5,000.00			0.00			0.00	5,000.00
SHINGLES PREV VACCINATION	16,588.31						16,588.31		8,661.21	8,661.21			0.00	7,927.10
GIFTS FIREDEPARTMENTS	2,740.91					125,290.00	128,030.91			0.00			0.00	128,030.91
TH DONATIONS	0.00					825.00	825.00		749.51	749.51			0.00	75.49
YOUTH FOUNDATION GIFT	0.00	1,457,465.74				712,063.50	2,169,529.24		1,391,498.21	1,391,498.21	778,027.53	778,027.53	0.00	3.50
CH44 SEC 53G PEER REVIEWS	72,199.74	103,898.39				158,292.95	334,391.08		178,215.75	178,215.75	115,240.73	115,240.73	0.00	40,934.60
CH44 SEC 53G PEER PLANNING	25,000.00	3,800.00				56,350.00	85,150.00		61,082.90	61,082.90	24,067.10	24,067.10	0.00	0.00
TIMOTHY HORNE - GIFT AYS	151,070.64			2,223.66			153,294.30		1,341.66	1,341.66	103.46	103.46	0.00	151,849.18
MAIN ST UPKEEP GIFT	48,987.37			647.89			49,635.26			0.00			0.00	49,635.26
SOUTH STREET SOLAR - NHESP	10,068.83					141.75	10,210.58			0.00			0.00	10,210.58
SOLARIZE MA COMMUNITY GRANT	1,500.00						1,500.00		1,500.00	1,500.00			0.00	0.00
PERFORMANCE GUARANTEE	39,279.16	16,060.00					55,339.16		22,049.00	22,049.00	271.00	271.00	0.00	33,019.16
GIFTS & DONATIONS - TENNIS CTS	0.00						0.00			0.00			0.00	0.00
ELECTION OT GRANT	0.00			7,985.00			7,985.00			0.00			0.00	7,985.00
LOCK BOX DONATIONS	5,000.00						5,000.00			0.00			0.00	5,000.00
SNOW & ICE DEFICIT	0.00						0.00	194,245.81	44,826.43	239,072.24		36,936.81	36,936.81	-276,009.05
<b>OTHER SPECIAL REVENUE FUNDS</b>	<b>1,922,814.29</b>	<b>1,723,776.13</b>	<b>7,985.00</b>	<b>3,265.91</b>	<b>591,194.30</b>	<b>2,005,874.87</b>	<b>6,254,910.50</b>	<b>255,820.24</b>	<b>2,262,696.58</b>	<b>2,518,516.82</b>	<b>1,183,906.30</b>	<b>981,180.48</b>	<b>2,165,086.78</b>	<b>1,571,306.90</b>
FOOD SERVICES	393,337.83		434,176.21			1,930,968.52	2,758,482.56	974,266.67	1,442,139.38	2,416,406.05			0.00	342,076.51
<b>OTHER SPECIAL REVENUE FUNDS SCHOOL LUNCH</b>	<b>393,337.83</b>	<b>0.00</b>	<b>434,176.21</b>	<b>0.00</b>	<b>0.00</b>	<b>1,930,968.52</b>	<b>2,758,482.56</b>	<b>974,266.67</b>	<b>1,442,139.38</b>	<b>2,416,406.05</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>342,076.51</b>
MEALS TAX CAFETERIA	710.11					4,590.24	5,300.35		4,552.84	4,552.84			0.00	747.51
POLICE OFF DUTY	-138,898.73					1,109,767.00	970,868.27	1,181,207.25		1,181,207.25			0.00	-210,338.98
FIRE OFF DUTY	-4,614.00					64,783.08	60,169.08	62,498.58	50.00	62,548.58			0.00	-2,379.50
FIREARMS PERMITS	10.50					15,512.50	15,523.00		12,875.00	12,875.00			0.00	2,648.00
AMBULANCE AGENCY ACCOUNTS	13.53					33,233.77	33,247.30		33,233.77	33,233.77			0.00	13.53
MEALS TAX ELDER SERVICES	267.63					2,154.33	2,421.96		1,833.62	1,833.62			0.00	588.34
CH44 SEC53 DPW DETAIL	3,511.12						3,511.12			0.00			0.00	3,511.12
XTRA DUTY DETAIL	0.00					720.00	720.00		720.00	720.00			0.00	0.00
AGENCY ACCOUNTS	-138,999.84	0.00	0.00	0.00	0.00	1,230,760.92	1,091,761.08	1,243,705.83	53,265.23	1,296,971.06	0.00	0.00	0.00	-205,209.98
<b>GRAND TOTAL</b>	<b>7,311,849.31</b>	<b>1,803,045.92</b>	<b>5,735,135.66</b>	<b>3,521.10</b>	<b>591,194.30</b>	<b>10,934,716.89</b>	<b>26,379,463.18</b>	<b>6,424,981.91</b>	<b>10,550,974.84</b>	<b>16,975,956.75</b>	<b>1,445,009.30</b>	<b>1,099,960.08</b>	<b>2,544,969.38</b>	<b>6,858,537.05</b>

TOWN OF ANDOVER, MASSACHUSETTS  
 DETAIL DEBT SCHEDULE BY FISCAL YEAR  
 AS OF JULY 1, 2015

ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2016	2017	2018	2019	2020	2021-2025	2026-2030	2031-2035	TOTAL
<b>EXEMPT DEBT SCHOOL</b>												
EXEMPT ADVANCE REFUNDING (2006)	ART 20-1, 1994	1/15/05	6,378,109	612,953.79	603,767.30							1,216,721.09
EXEMPT ADVANCE REFUNDING (2006)	ART 20-2, 1994	1/15/05	506,373	47,046.21	46,232.70							93,278.91
SCHOOL BONDS EXEMPT REF	ART 19, 1999	2/15/10	1,092,000	120,000.00	120,000.00	120,000.00	115,000.00	115,000.00				590,000.00
BANCROFT FEASIBILITY	ART 24, 2008	2/15/10	500,000									0.00
SCHOOL BONDS - Sewer REF	ART 9, 2000	2/15/10	1,342,000	155,000.00	155,000.00	145,000.00	140,000.00	140,000.00		140,000.00		875,000.00
SCHOOL BONDS EXEMPT REF	ART 9, 2000	12/22/11	3,361,700	345,000.00	341,800.00	335,000.00	335,000.00	370,000.00		960,000.00		2,646,800.00
SCHOOL BONDS EXEMPT REF	ART 9, 2000	12/1/02	7,000,000									0.00
ADV REF 9495 LOANS	VARIOUS	6/15/03	10,193,222	945,000.00								945,000.00
BANCROFT FEASIBILITY	ART 99, 2009	12/22/11	162,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	45,000.00	25,000.00	10,000.00	130,000.00
MIDDLE/EL SCHOOL ORG	ART 9, 2000	12/1/05	3,092,000									0.00
MIDDLE/EL SCHOOL Ref NC	ART 9, 2000	12/19/12	420,000	140,000.00								140,000.00
MIDDLE/EL SCHOOL Ref NC	ART 9, 2000	12/19/12	1,500,000	165,000.00	165,000.00	165,000.00	160,000.00	160,000.00	705,000.00	140,000.00		1,500,000.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	14,000,000	700,000.00	700,000.00	700,000.00	700,000.00	700,000.00	3,500,000.00	3,500,000.00	2,100,000.00	12,600,000.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	13,035,000	655,000.00	655,000.00	655,000.00	655,000.00	655,000.00	3,275,000.00	3,250,000.00	2,600,000.00	12,400,000.00
BANCROFT SCHOOL	ART 1, 2013	3/6/14	2,435,000	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00	605,000.00	600,000.00	480,000.00	2,310,000.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	25,000.00	25,000.00	100,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	779,000	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	200,000.00	200,000.00	175,000.00	779,000.00
<b>TOTAL SCHOOL</b>	017112-5741			3,904,000.00	2,966,800.00	2,300,000.00	2,290,000.00	2,280,000.00	9,455,000.00	7,740,000.00	5,390,000.00	36,325,800.00
<b>PUBLIC SAFETY</b>												
PUBLIC SAFETY CENTER REF	ART 16, 1999	2/15/10	2,807,000	280,000.00	280,000.00	275,000.00	270,000.00	270,000.00	265,000.00			1,640,000.00
PUBLIC SAFETY CENTER REF	ART 40, 2001	2/15/10	101,500	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	20,000.00			70,000.00
PUBLIC SAFETY CENTER REF	ART 16, 1999	2/15/10	2,353,500	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	455,000.00		1,630,000.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/05	250,000									0.00
PUBLIC SAFETY CENTER ADV REP NC	ART 10-1, 2002	12/19/12	75,000	25,000.00								25,000.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	80,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	20,000.00			45,000.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	425,000	22,100.00	22,100.00	22,100.00	22,100.00	21,250.00	106,250.00	76,500.00		292,400.00
<b>TOTAL PUBLIC SAFETY</b>	017112-5746			577,100.00	552,100.00	547,100.00	542,100.00	541,250.00	866,250.00	76,500.00	0.00	3,702,400.00
<b>TOTAL EXEMPT</b>				4,481,100.00	3,518,900.00	2,847,100.00	2,832,100.00	2,821,250.00	10,321,250.00	7,816,500.00	5,390,000.00	40,028,200.00
<b>PUBLIC SERVICE ENTERPRISES</b>												
<b>WATER DEBT</b>												
WATER DIST IMPROVEMENT REF	ART 24, 1996	2/15/10	360,000									0.00
WATER TREATMENT PLANT	ART 42, 2007	12/15/03	975,000									0.00
WATER TREATMENT PLANT	ART 42, 2007	12/22/11	473,000	50,000.00	50,000.00	50,000.00	50,000.00	45,000.00	178,000.00			423,000.00
WATER SYSTEM	ART 20, 2003	12/15/03	2,008,000									0.00
WATER SYSTEM	ART 20, 2003	12/15/11	997,400	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	382,000.00			882,000.00
WATER MAINS	ART 43, 2002	12/1/04	500,000									0.00
WATER MAINS NON-CALLABLE	ART 43, 2002	12/19/12	50,000									0.00
WATER MAINS REFINANCED	ART 43, 2002	12/19/12		25,650.00	25,000.00	25,000.00	25,000.00	25,000.00	109,400.00			235,050.00
WATER SYSTEM	ART 20, 2008	10/15/06	1,000,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00	100,000.00		600,000.00
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	4,666,635	225,320.00	229,872.00	234,516.00	239,254.00	244,087.00	1,296,424.00	555,977.00		3,025,450.00
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	634,717	29,283.00	29,884.00	30,488.00	31,104.00	31,732.00	168,540.00	147,508.00		468,549.00
WATER SYSTEM	ART 20, 2003	12/1/07	1,472,000	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	360,000.00	210,000.00		945,000.00
WATER SYSTEM	ART 34, 2005	12/1/07	1,000,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00	150,000.00		650,000.00
WATER SYSTEM	ART 41, 2005	12/1/07	50,000	5,000.00	5,000.00	5,000.00	5,000.00					15,000.00
WATER SYSTEM	ART 34, 2005	3/15/09	198,000	20,000.00	20,000.00	20,000.00						60,000.00
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	250,000	15,000.00	15,000.00		15,000.00	15,000.00	60,000.00	50,000.00	20,000.00	205,000.00
WTP GRANULAR CARBON	ART 33, 2010	12/22/11	400,000	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	80,000.00			280,000.00
WATER TREATMENT PLANT	ART 33, 2010	2/24/11	300,000	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00			180,000.00
WATER MAINS	ART 31, 2010	12/19/12	500,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00	125,000.00	75,000.00	450,000.00
WATER TREATMENT PLANT PUMP	ART 44, 2011	12/19/12	100,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	70,000.00			70,000.00
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	500,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00	125,000.00	100,000.00	475,000.00
WATER MAIN REPLACEMENT	ART 33, 2012	3/6/14	1,439,000	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	335,000.00	350,000.00	280,000.00	1,360,000.00
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	300,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	200,000.00			450,000.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	1,000,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00			950,000.00
CLAC REPLACEMENT	ART 23, 2010	3/6/14	110,000	15,000.00	10,000.00	10,000.00	10,000.00	10,000.00	40,000.00	250,000.00	200,000.00	65,000.00
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012	6/19/15	500,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00			500,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	500,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00			500,000.00
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2014	6/19/15	500,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00			500,000.00
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014	6/19/15	500,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00			500,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	340,000	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	165,000.00			340,000.00
<b>TOTAL WATER</b>	017102-5742			1,200,263.00	1,199,756.00	1,205,004.00	1,185,358.00	1,185,819.00	5,444,364.00	2,063,483.00	675,000.00	14,159,049.00

TOWN OF ANDOVER, MASSACHUSETTS  
 DETAIL DEBT SCHEDULE BY FISCAL YEAR  
 AS OF JULY 1, 2015

ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2016	2017	2018	2019	2020	2021-2025	2026-2030	2031-2035	TOTAL
<b>SEWER DEBT</b>												
SEWER SO MAIN ST (Retirement) REF	ART 41, 1999	2/15/0	2,460,000	245,000.00	245,000.00	245,000.00	245,000.00	245,000.00	480,000.00			1,705,000.00
SEWER FOREST HILLS (Retirement) REF	ART 13, 2000	2/15/0	1,674,000	165,000.00	165,000.00	165,000.00	165,000.00	165,000.00	325,000.00			1,150,000.00
SEWER SO MAIN ST (Retirement)	ART 41, 1999	12/22/11	1,941,350	197,000.00	197,000.00	195,000.00	195,000.00	195,000.00				1,529,000.00
SEWER SO MAIN ST (Retirement)	ART 41, 1999	12/1/02	4,000,000									0.00
SEWER ROGERS BROOK (Retirement)	ART 42, 1999	12/22/01	485,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	135,000.00			385,000.00
SEWER ROGERS BROOK (Retirement)	ART 42, 1999	12/1/02	1,000,000									0.00
SEWER SO MAIN ST (Retirement)	ART 41, 1999	12/15/03	3,000,000									0.00
SEWER SO MAIN ST (Retirement)	ART 41, 1999	12/22/11	1,495,000	155,000.00	150,000.00	150,000.00	150,000.00	150,000.00	575,000.00			1,330,000.00
SEWER ROGERS BROOK (Retirement)	ART 42, 1999	12/15/03	3,300,000									0.00
SEWER ROGERS BROOK (Retirement)	ART 42, 1999	12/22/11	1,798,550	160,000.00	158,200.00	155,000.00	155,000.00	205,000.00	795,000.00			1,628,200.00
SEWER SO MAIN ST (RET)	ART 41, 1999	12/1/04	2,000,000									0.00
SEWER SO MAIN ST (Ret) NON COLLABLE	ART 41, 1999	12/1/04	200,000									0.00
SEWER SO MAIN ST (Retirement)	ART 41, 1999	12/19/12	936,650	96,300.00	95,000.00	95,000.00	95,000.00	95,000.00	460,350.00			936,650.00
SEWER SO MAIN ST (Retirement)	ART 2A, 2004	10/15/06	1,000,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00	100,000.00		600,000.00
SEWER SO MAIN ST (Retirement)	ART 41, 1999	10/15/06	4,022,000	210,000.00	210,000.00	195,000.00	200,000.00	200,000.00	1,000,000.00	400,000.00		2,415,000.00
SEWER SO MAIN ST (Retirement)	ART 35, 2004	12/1/07	1,225,000	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	300,000.00	180,000.00		780,000.00
SEWER SO MAIN ST (Retirement)	ART 41, 1999	12/1/07	4,458,000	240,000.00	215,000.00	215,000.00	225,000.00	25,000.00	1,105,000.00	640,000.00		2,865,000.00
SEWER SO MAIN ST (Retirement)	ART 2A, 2004	12/1/07	500,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00	75,000.00		325,000.00
SEWER	Art 33, 2006	3/15/09	150,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	75,000.00	60,000.00		250,000.00
SEWER SHAWSHEEN OUTFALL	Art 36, 2002	3/15/09	1,500,000	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	375,000.00	300,000.00		1,050,000.00
SEWER - DASCOMB ROAD (Retirement)	Art 36, 2002	3/15/09	200,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	40,000.00		140,000.00
SEWER KIRKLAND ROAD (Retirement)	Art 41, 2007	3/15/09	250,000	15,000.00	15,000.00	15,000.00	15,000.00	10,000.00	50,000.00	40,000.00		160,000.00
SEWER SAWSHEEN PUMP STATION	Art 64, 2007	3/15/09	200,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	40,000.00		140,000.00
SEWER SHAWSHEEN OUTFALL	Art 33, 2008	2/24/11	300,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	75,000.00	15,000.00	240,000.00
SEWER	ART 46, 2010	12/22/11	725,000	15,000.00	15,000.00	10,000.00	10,000.00	10,000.00	50,000.00	50,000.00	20,000.00	180,000.00
SEWER MAINS	Art 51, 2001	2/24/11	200,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	50,000.00	10,000.00	160,000.00
SHAWSHEEN PUMPING STATION	ART 64, 2007	12/19/12	300,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	50,000.00	30,000.00	180,000.00
REPAIR SANITARY SEWER	ART 33, 2006	12/19/12	150,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	40,000.00	25,000.00	15,000.00	130,000.00
SEWER MAIN CONSTRUCTION	ART 51, 2008	12/19/12	300,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	75,000.00	45,000.00	270,000.00
SEWER MAIN CONSTRUCTION	ART 32, 2010	12/19/12	300,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00	125,000.00	75,000.00	450,000.00
SEWER INFRASTRUCTURE VEHICLE	ART 37, 2012	12/19/12	250,000	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00			180,000.00
<b>TOTAL SEWER</b>	017102-5743			1,913,300.00	1,880,200.00	1,855,000.00	1,870,000.00	1,905,000.00	7,200,350.00	2,325,000.00	210,000.00	19,158,850.00
<b>TOTAL ENTERPRISE</b>				3,113,563.00	3,079,956.00	3,060,004.00	3,055,358.00	3,090,819.00	12,644,714.00	4,388,485.00	885,000.00	33,317,899.00
<b>GENERAL FUND NON-EXEMPT SCHOOL DEBT</b>												
H/S RENOVATION REF	ART 23, 1996	2/15/0	240,000									0.00
SCHOOL BUILDINGS	ART 28-2, 2002	12/15/03	935,000									0.00
SCHOOL BUILDINGS	ART 28-2, 2002	12/22/11	304,000	60,000.00	60,000.00	60,000.00	60,000.00					240,000.00
WEST EL - ASBESTOS	ART 12, 2002	12/15/03	1,500,000									0.00
WEST EL - ASBESTOS	ART 12, 2002	12/22/11	491,000	100,000.00	100,000.00	97,000.00	94,000.00					391,000.00
COLLINS CTR HVAC	ART 29, 2004	12/1/05	475,000									0.00
COLLINS CTR HVAC ADV REFNC	ART 29, 2004	12/19/12	105,000	35,000.00								35,000.00
COLLINS CTR HVAC	ART 29, 2004	12/19/12	123,900	400.00	35,000.00	35,000.00	35,000.00	17,500.00				123,900.00
SCHOOL RENOVATIONS	ART 11, 2005	12/1/05	1,000,000									0.00
SCHOOL RENOVATIONS ADV REFNC	ART 11, 2005	12/19/12		50,000.00								50,000.00
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12			50,000.00	50,000.00	50,000.00	50,000.00	225,000.00	45,000.00		480,000.00
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	200,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	10,000.00		110,000.00
SCHOOL HVAC	ART 46, 2006	12/1/07	200,000	13,000.00	13,000.00	13,000.00	14,000.00	14,000.00	42,000.00			109,000.00
WEST EL - ASBESTOS	ART 12, 2002	12/1/07	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	15,000.00			40,000.00
SCHOOL RENOVATIONS	ART 17, 2006	12/1/07	250,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	45,000.00			120,000.00
SCHOOL RENOVATIONS	ART 11, 2005	12/1/07	500,000	25,000.00	35,000.00	35,000.00	30,000.00	30,000.00	90,000.00			255,000.00
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	865,000	46,000.00	46,000.00	46,000.00	46,000.00	42,000.00	225,000.00	135,000.00		589,000.00
SCHOOL ROOF	ART 17, 2007	3/15/09	1,480,000	78,000.00	78,000.00	78,000.00	78,000.00	80,000.00	400,000.00	220,000.00		1,012,000.00
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	465,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00	65,000.00		315,000.00
LOVELY FIELD RENOVATIONS	ART 29, 2008	3/15/09	240,000	25,000.00	25,000.00	20,000.00	20,000.00					90,000.00
SCHOOL ROOF	ART 15, 2007	2/15/10	1,500,000	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	400,000.00	300,000.00		1,100,000.00
SCHOOL REMODELING	ART 28, 2007	2/15/10	300,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	60,000.00		210,000.00
SCHOOL REPAIRS	ART 27, 2008	2/15/10	1,000,000	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	200,000.00	200,000.00		725,000.00
SCHOOL REMODELING	ART 28, 2007	2/24/11	300,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	75,000.00		225,000.00
SCHOOL REPAIRS	ART 27, 2008	2/24/11	810,000	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	205,000.00	200,000.00		630,000.00
SCHOOL REPAIRS	ART 36, 2009	2/24/11	850,000	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	725,000.00	220,000.00		670,000.00
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	2,000,000	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	500,000.00	300,000.00	100,000.00	1,400,000.00
SCHOOL REMODELING	ART 16, 2011	12/22/11	923,000	50,000.00	50,000.00	45,000.00	45,000.00	45,000.00	225,000.00	225,000.00	90,000.00	775,000.00
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	653,000	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	165,000.00	150,000.00		550,000.00
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	525,000	30,000.00	30,000.00	25,000.00	25,000.00	25,000.00	125,000.00	125,000.00		435,000.00
VETERANS WAR MEMORIAL AUDITORIUM	ART 28, 2009	2/24/11	450,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	155,000.00	150,000.00		510,000.00
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	1,000,000	70,000.00	70,000.00	70,000.00	65,000.00	65,000.00	325,000.00	195,000.00		860,000.00
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	530,000	50,000.00	50,000.00	50,000.00	50,000.00	25,000.00	125,000.00	125,000.00	75,000.00	470,000.00
BANCROFT SCHOOL	ART 1, 2013	3/6/14	977,000	50,000.00	50,000.00	50,000.00	50,000.00	45,000.00	225,000.00	225,000.00	180,000.00	875,000.00
SCHOOL REPAIRS	ART 36, 2013	3/6/14	900,000	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	225,000.00	225,000.00	180,000.00	855,000.00
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	2,400,000	120,000.00	120,000.00	120,						

TOWN OF ANDOVER, MASSACHUSETTS  
 DETAIL DEBT SCHEDULE BY FISCAL YEAR  
 AS OF JULY 1, 2015

ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2016	2017	2018	2019	2020	2011-2025	2026-2030	2031-2035	TOTAL
<b>STREET</b>												
RED SPRING ROAD BRIDGE	ART 25, 2003	12/1/04	400,000									0.00
RED SPRING ROAD BRIDGE NON COL	ART 25, 2003	12/1/02	40,000									0.00
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	250,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	10,000.00		110,000.00
STORM DRAINS	ART 50, 2008	3/15/09	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	20,000.00		70,000.00
HIGHWAY	ART 74, 1999	2/15/10	224,000									0.00
MAIN ST DEVELOPMENT	ART 48, 2007	2/15/10	269,000	20,000.00	30,000.00	30,000.00	25,000.00					115,000.00
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	25,000.00		75,000.00
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	400,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00	100,000.00	5,000.00	305,000.00
BRIDGE REPAIR	ART 34, 2011	12/22/11	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	25,000.00	10,000.00	85,000.00
PARKING LOT	ART 25, 2011	12/22/11	85,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	10,000.00		60,000.00
DRAINAGE	ART 33, 2011	12/22/11	200,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	50,000.00	20,000.00	170,000.00
DRAINAGE (HIGH PLAIN)	ART 36, 2011	12/22/11	75,000	15,000.00	15,000.00							30,000.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	280,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	60,000.00	10,000.00	220,000.00
BRIDGE REPAIR	ART 32, 2008	12/19/12	200,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	30,000.00	50,000.00	30,000.00	180,000.00
STORM DRAINAGE	ART 33, 2011	12/19/12	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	25,000.00	15,000.00	90,000.00
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	1,100,000	70,000.00	70,000.00	70,000.00	70,000.00	20,000.00	340,000.00	195,000.00	75,000.00	960,000.00
SIDEWALK CONSTRUCTION	ART 20, 2014	6/19/15	138,000	33,000.00	30,000.00	25,000.00	25,000.00	25,000.00				138,000.00
<b>TOTAL STREET</b>	017102-5744			<b>238,000.00</b>	<b>215,000.00</b>	<b>215,000.00</b>	<b>210,000.00</b>	<b>185,000.00</b>	<b>790,000.00</b>	<b>570,000.00</b>	<b>165,000.00</b>	<b>2,608,000.00</b>
<b>MUNICIPAL FACILITIES</b>												
PUBLIC BUILDINGS	ART 28-1, 2002	12/15/03	125,000									0.00
TOWN BUILDINGS	ART 28-1, 2002	12/22/11	40,000	8,000.00	8,000.00	8,000.00	8,000.00					32,000.00
BRIDGES/BUILDINGS	ART 32, 2001	12/15/03	1,157,000									0.00
BRIDGES/BUILDINGS	ART 32, 2001	12/22/11	368,000	75,000.00	75,000.00	75,000.00	68,000.00					293,000.00
TOWN HVAC	ART 46, 2006	12/1/07	250,000	17,000.00	17,000.00	17,000.00	16,000.00	16,000.00	48,000.00			131,000.00
TOWN BUILDING RENOVATION	ART 27, 2007	5/15/09	255,000	25,000.00	15,000.00	15,000.00	15,000.00	15,000.00	80,000.00	30,000.00		165,000.00
TOWN BUILDING RENOVATION	ART 28, 2007	5/15/09	290,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	50,000.00		200,000.00
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	75,000	3,900.00	3,900.00	3,900.00	3,900.00	3,750.00	18,750.00	13,500.00		51,600.00
TOWN BUILDINGS	ART 27, 2007	2/15/10	400,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00	80,000.00		280,000.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	650,000	25,000.00	35,000.00	35,000.00	35,000.00	35,000.00	175,000.00	160,000.00		510,000.00
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	163,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	45,000.00	25,000.00	10,000.00	130,000.00
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	500,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00	125,000.00	50,000.00	425,000.00
FIRE STATION PLANNING	ART 34, 2009	12/22/11	100,000	20,000.00	20,000.00	20,000.00	25,000.00	25,000.00				40,000.00
DPW VEHICLES	ART 40, 2010	12/22/11	126,000	25,000.00	25,000.00							50,000.00
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	25,000.00	10,000.00	85,000.00
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	325,000	25,000.00	25,000.00	20,000.00	20,000.00	20,000.00	100,000.00	40,000.00		250,000.00
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	100,000	10,000.00	10,000.00	5,000.00	5,000.00	5,000.00	25,000.00			60,000.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	200,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	65,000.00	30,000.00		170,000.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	200,000	25,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	20,000.00		170,000.00
TOWN BUILDING REMODELING	ART 34, 2012	12/19/12	400,000	20,000.00	30,000.00	80,000.00	25,000.00	25,000.00	125,000.00	75,000.00		340,000.00
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	125,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	40,000.00	15,000.00		105,000.00
FIRE COMMUNICATIONS	ART 31, 2012	12/19/12	200,000	25,000.00	25,000.00	20,000.00	20,000.00	20,000.00	40,000.00			150,000.00
TECHNOLOGY HARDWARE	ART 22, 2012	12/19/12	1,600,000	180,000.00	180,000.00	180,000.00	175,000.00	125,000.00	350,000.00			1,240,000.00
TECHNOLOGY SOFTWARE	ART 22, 2012	12/19/12	400,000	100,000.00	100,000.00							200,000.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	2,000,000	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	500,000.00	500,000.00	400,000.00	1,900,000.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	300,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00	80,000.00		280,000.00
TECHNOLOGY INFRASTRUCTURE	ART 22, 2012	6/19/15	200,000	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00				200,000.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	236,000	26,000.00	25,000.00	25,000.00	25,000.00	25,000.00	110,000.00			236,000.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	467,000	50,000.00	50,000.00	50,000.00	50,000.00	45,000.00	225,000.00			467,000.00
DPW VEHICLES	ART 45, 2014	6/19/15	260,000	35,000.00	35,000.00	30,000.00	30,000.00	30,000.00	50,000.00			260,000.00
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	6/19/15	150,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00			150,000.00
<b>TOTAL MUNICIPAL FACILITIES</b>	017102-5745			<b>991,900.00</b>	<b>968,900.00</b>	<b>823,900.00</b>	<b>800,900.00</b>	<b>724,750.00</b>	<b>2,501,750.00</b>	<b>1,268,500.00</b>	<b>470,000.00</b>	<b>8,570,600.00</b>

**TOWN OF ANDOVER, MASSACHUSETTS  
DETAILED DEBT SCHEDULE BY FISCAL YEAR  
AS OF JULY 1, 2015**

ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2016	2017	2018	2019	2020	2021-2025	2026-2030	2031-2035	TOTAL
<b>PUBLIC SAFETY</b>												0.00
FIRE TRUCK	ART 31, 2004	12/1/04	600,000									0.00
FIRE TRUCK NON CALLABLE	ART 31, 2004	12/19/12	80,000									0.00
FIRE TRUCK REFINANCED	ART 31, 2004	12/19/12		40,000.00	40,000.00	40,000.00	40,000.00	32,500.00				193,300.00
AMBULANCE	ART 30, 2010	12/22/11	225,000	55,000.00								55,000.00
FIRE TRUCK	ART 37, 2006	12/1/07	440,000	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	60,000.00			210,000.00
<b>TOTAL PUBLIC SAFETY</b>	017102-5746			125,000.00	20,000.00	70,000.00	70,000.00	62,500.00	60,000.00	0.00	0.00	458,300.00
<b>LAND ACQUISITION</b>												0.00
LAND ACQUISITION	ART 23, 2002	12/1/04	1,000,000									0.00
LAND ACQUISITION NON CALLABLE	ART 23, 2002	12/1/12	100,000									0.00
LAND ACQUISITION REFINANCE	ART 23, 2002	12/19/12	50,000	50,000.00	50,000.00	50,000.00	50,000.00	45,000.00	223,500.00			469,400.00
LAND ACQUISITION	ART 32, 2000	12/1/04	1,500,000									0.00
LAND ACQUISITION NON CALLABLE	ART 32, 2000	12/1/12	160,000									0.00
LAND ACQUISITION REFINANCE	ART 32, 2000	12/19/12		75,000.00	75,000.00	70,000.00	70,000.00	70,000.00	296,750.00			657,700.00
LAND ACQUISITION	ART 12, 2001	10/15/06	1,100,000	60,000.00	60,000.00	60,000.00	55,000.00	55,000.00	275,000.00	55,000.00		620,000.00
LAND ACQUISITION	ART 23, 2002	10/15/06	100,000	10,000.00	10,000.00	10,000.00						20,000.00
16 PEARSON ST	ART 3A, 2007	12/1/07	455,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	115,000.00	40,000.00		280,000.00
18 PEARSON ST	ART 4A, 2007	12/1/07	390,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00	40,000.00		240,000.00
37 PEARSON ST	ART 5A, 2007	12/1/07	500,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00	50,000.00		300,000.00
15 BLANCHARD ST	ART 51, 2007	12/1/07	2,100,000	105,000.00	105,000.00	105,000.00	105,000.00	105,000.00	525,000.00	315,000.00		1,365,000.00
LAND ACQUISITION	ART 12, 2001	2/24/11	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	25,000.00		75,000.00
LAND ACQUISITION FOSTERS POND	ART 55, 2010	2/24/11	220,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	50,000.00	10,000.00	160,000.00
LAND ACQUISITION BLANCHARD ST	ART 81, 2011	2/24/11	290,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	70,000.00	10,000.00	230,000.00
LAND ACQUISITION CHANDLER RD	ART 33, 2013	3/6/14	775,000	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	200,000.00	195,000.00	140,000.00	735,000.00
<b>TOTAL LAND ACQUISITION</b>	017102-5747			441,850.00	440,000.00	425,000.00	420,000.00	415,000.00	2,010,250.00	840,000.00	160,000.00	5,152,100.00
<b>LANDFILL CLOSURE</b>	ART 44, 1999	10/15/06	500,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00	25,000.00		275,000.00
LANDFILL PLANS	ART 43, 2006	2/15/10	500,000									0.00
LANDFILL	ART 44, 1999	12/22/11	300,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	75,000.00	30,000.00	255,000.00
LANDFILL	ART 44, 1999	12/22/11	300,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00	75,000.00	30,000.00	255,000.00
LANDFILL	ART 44, 1999	12/22/11	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	25,000.00	10,000.00	85,000.00
LANDFILL	ART 44, 1999	12/22/11	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	25,000.00	10,000.00	85,000.00
LANDFILL	ART 44, 1999	3/6/14	200,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	30,000.00	40,000.00	190,000.00
DEPARTMENTAL EQUIPMENT	ART 02, 2008	2/15/10	973,000	120,000.00	120,000.00	120,000.00						360,000.00
DEPARTMENTAL EQUIP	ART 23, 2011	12/22/11	300,000	60,000.00	60,000.00							120,000.00
REC PARK LIGHTING	ART 48, 2008	2/15/10	100,000	10,000.00	10,000.00	10,000.00	10,000.00					40,000.00
CLOSING LANDFILL	ART 44, 1999	6/19/15	700,000	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	175,000.00	175,000.00	175,000.00	700,000.00
<b>TOTAL LANDFILL</b>	017102-5749			300,000.00	300,000.00	240,000.00	120,000.00	110,000.00	550,000.00	450,000.00	295,000.00	2,365,000.00
<b>TOTAL GENERAL FUND NON-EXEMPT</b>				3,614,950.00	3,530,900.00	3,272,900.00	3,107,900.00	2,783,750.00	12,014,000.00	8,073,500.00	2,395,000.00	38,832,900.00
<b>GRAND TOTAL</b>				11,209,613.00	10,149,756.00	9,180,004.00	8,995,353.00	8,665,819.00	34,999,964.00	20,278,485.00	8,670,000.00	112,178,999.00

**TOWN OF ANDOVER, MASSACHUSETTS  
ANALYSIS OF BONDS AUTHORIZED AND OUTSTANDING  
ACTIVITY FOR FY 2015**

ARTICLE	PROJECT NAME	TOTAL AUTHORIZATION	AUTHORIZATION JULY 1, 2014	NEW AUTHORIZATION	BONDING	RESCIND	AUTHORIZATION JUNE 30, 2015
<b>SEWER ENTERPRISE</b>							
ART 64 2007	SHAWSHEEN PUMPING STATION	750,000.00	350,000.00				350,000.00
ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	4,000,000.00	2,200,000.00				2,200,000.00
ART 37 2012	SEWER INFRASTRUCTURE MAINT VEHICLE		0.00				0.00
		4,750,000.00	2,550,000.00	0.00	0.00	0.00	2,550,000.00
<b>WATER ENTERPRISE</b>							
ART 33 2010	WATER TREAT PLANT OAC REPLACE	1,000,000.00	0.00		0.00	0.00	0.00
ART 42 2011	WATER DISTRIBUTION IMPROVEMENTS	500,000.00	0.00		0.00		0.00
ART 44 2011	WTP VARIABLE SPEED PUMP (Split Funding)	499,099.95	340,000.00		340,000.00		0.00
ART 35 2012	MAJOR WATER MAIN REPLACEMENT	1,439,000.00	0.00		0.00		0.00
ART 36 2012	WATER PLANT BACKWASH TANK	300,000.00	300,000.00				300,000.00
ART 43 2012	WATER DISTRIBUTION MAINTENANCE	500,000.00	500,000.00		500,000.00		0.00
ART 41 2013	MAJOR WATER MAIN REPLACEMENT	1,000,000.00	0.00		0.00		0.00
ART 42 2013	WATER DISTRIBUTION MAINTENANCE	500,000.00	500,000.00		500,000.00		0.00
ART 46 2013	FIRE HYDRANT INFRASTRUCTURE	1,000,000.00	500,000.00		500,000.00		0.00
ART 22 2014	FIRE HYDRANT INFRASTRUCTURE	500,000.00	500,000.00		500,000.00		0.00
ART 44 2015	MINOR STORM DRAIN IMPROVEMENTS	300,000.00		300,000.00			300,000.00
ART 56 2015	WATER MAIN REPLACEMENT PROJECTS	1,700,000.00		1,700,000.00			1,700,000.00
		9,238,099.95	2,640,000.00	2,000,000.00	2,340,000.00	0.00	2,300,000.00
<b>TOTAL ENTERPRISE FUNDS</b>		13,988,099.95	5,190,000.00	2,000,000.00	2,340,000.00	0.00	4,850,000.00
<b>GENERAL GOVERNMENT</b>							
ART 44 1999	LANDFILL CLOSURE	2,200,000.00	700,000.00		700,000.00		0.00
ART 31 2008	LANDFILL CLOSURE	7,370,000.00	7,370,000.00				7,370,000.00
	<i>(Note: \$675,000 ST thru MWPAT not shown here)</i>	9,570,000.00	8,070,000.00	0.00	700,000.00	0.00	7,370,000.00
<b>SCHOOL</b>							
ART 59 2009	BANCROFT FEASIBILITY STUDY	525,000.00	363,000.00		0.00		363,000.00
ART 3A 2010	BANCROFT SCHOOL PROJECT	43,835,000.00	15,696,751.45		100,000.00		15,596,751.45
ART 3A 2010	BANCROFT SCHOOL PROJECT #2	5,715,000.00	2,149,801.97		1,064,000.00		1,085,801.97
ART 17 2011	WEST MIDDLE SCHOOL GREEN REPAIR	1,450,907.00	595,000.00				595,000.00
ART 18 2013	DOHERTY SITE IMPROVEMENTS	2,500,000.00	100,000.00				100,000.00
ART 36 2013	SCHOOL BUILDING MAINTANCE & IMPROVE	900,000.00	0.00				0.00
ART 38 2013	WEST MIDDLE SCHOOL HEATING	1,250,000.00	0.00		0.00		0.00
ART 52 2014	SCHOOL BUILDING MAINTANCE & IMPROVE	1,500,000.00	1,500,000.00		1,500,000.00		0.00
ART 39 2015	SCHOOL BUILDING MAINTANCE & IMPROVE	455,000.00		455,000.00			455,000.00
ART 40 2015	SCHOOL SITE IMP - WEST ELEMENTARY	319,000.00		319,000.00			319,000.00
		58,449,907.00	20,404,553.42	774,000.00	2,664,000.00	0.00	18,514,553.42
<b>ROAD AND DRAINAGE</b>							
ART 20 2014	HOLT RD SIDEWALK CONSTRUCTION	138,000.00	138,000.00		138,000.00		0.00
ART 45 2015	SIDEWALK CONSTRUCTION - WOBURN ST	113,000.00		113,000.00			113,000.00
ART 62 2015	SIDEWALK CONSTRUCTION - RIVER ST	301,000.00		301,000.00			301,000.00
		552,000.00	138,000.00	414,000.00	138,000.00	0.00	414,000.00
<b>CONSERVATION AND LAND ACQUISITION</b>							
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	2,000,000.00	800,000.00				800,000.00
ART 23 2002	CONSERVATION FUND	1,500,000.00	400,000.00				400,000.00
ART 33 2013	LAND ACQUISITION 138 CHANDLER	775,000.00	0.00				0.00
ART 54 2013	REICHOLD PARCEL	550,000.00	0.00			0.00	0.00
		2,825,000.00	1,200,000.00	0.00	0.00	0.00	1,200,000.00
<b>TECHNOLOGY</b>							
ART 22 2012	TECHNOLOGY AND INFRASTRUCTURE	2,500,000.00	500,000.00		200,000.00		300,000.00
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000.00	200,000.00				200,000.00
ART 38 2015	SAFETY & SECURITY UPGRADES	600,000.00		600,000.00			600,000.00
		3,300,000.00	700,000.00	600,000.00	200,000.00	0.00	1,100,000.00
<b>TOWN BUILDINGS</b>							
STM 2A, 2011	YOUTH CENTER	2,000,000.00	0.00		0.00		0.00
ART 28 2013	TOWN BUILDING AND FACILITY MAINTENANCE	300,000.00	0.00		0.00		0.00
ART 39 2014	TOWN AND SCHOOL ENERGY INITIATIVES	236,000.00	236,000.00		236,000.00		0.00
ART 41 2014	TOWN PLAYGROUND REPLACEMENTS	150,000.00	150,000.00		150,000.00		0.00
ART 43 2014	TOWN BUILDING AND FACILITY MAINTENANCE	467,000.00	467,000.00		467,000.00		0.00
ART 43 2014	TOWN BUILDING AND FACILITY MAINTENANCE	1,200,000.00		1,200,000.00			1,200,000.00
		4,353,000.00	853,000.00	1,200,000.00	853,000.00	0.00	1,200,000.00
<b>MISCELLANEOUS</b>							
ART 45 2014	DPW VEHICLES	260,000.00	260,000.00		260,000.00		0.00
		260,000.00	260,000.00	0.00	260,000.00	0.00	0.00
<b>TOTAL GENERAL GOVERNMENT</b>		79,309,907.00	31,625,553.42	2,988,000.00	4,815,000.00	0.00	29,798,553.42
<b>GRAND TOTAL</b>		93,298,006.95	36,815,553.42	4,988,000.00	7,155,000.00	0.00	34,648,553.42

**TOWN OF ANDOVER**  
**TRUST-CEMETERY -SPECIAL FUNDS**  
**IN CUSTODY OF TOWN TREASURER**  
**YEAR ENDING JUNE 30, 2015**

FUND	BALANCE				BALANCE		
	PRINCIPAL	July 1, 2014	DEPOSITS	INCOME		June 30, 2015	
80001 GL 40(5B)	STABILIZATION		6,135,924.72		87,310.73	116,500.00	6,106,735.45
80041	C.D. WOOD		0.00				0.00
80051	OPEB ART 21, 2010		2,708,978.27	1,917,355.00	61,803.04		4,688,136.31
80061	ESTATE S.P. WHITE	5,766.63	16,383.64		32.72		16,416.36
80071	POLICE DRUG ACCOUNT		8,798.84	12,798.00	15.76	18,181.85	3,430.75
80091 C59 Acts 1998	TOWN 400TH CELEBRATION		10,550.51		153.73		10,704.24
80100	SENIOR CENTER PROGRAMS		700,000.00				700,000.00
80110	STABILIZATIONFUND - LEDGE ROAD		1,002,236.72	2,000,000.00	20,882.11		3,023,118.83
80120	STABILIZATIONFUND - BOND PREM		601,342.03	768,000.00	8,535.58		1,377,877.61
80141	J. GREELEY	5,000.00	8,724.37		127.51		8,851.88
80161	MARGARET G. TOWLE	345,825.50	345,825.50				345,825.50
80151	MARGARET G. TOWLE		88,438.88		6,301.38	15,269.13	79,471.13
80171	JOHN CORNELL	5,000.00	58,923.85		861.81	500.00	59,285.66
80181	DAVID & LUCY SHAW	10,000.00	56,512.69		823.83		57,336.52
80191	W.L. RAYMOND	7,845.81	63,989.33		932.96		64,922.29
80201	A.J. LINCOLN	5,000.00	24,028.88		48.16		24,077.04
80211	E.I. RAYMOND	1,500.00	3,466.19		50.54		3,516.73
80221	TAYLOR	300.00	2,450.55		35.73		2,486.28
80231 GL 114(25)	SPRING GROVE	1,071,503.77	1,060,528.73	25,789.00	6,371.40	9,067.00	1,083,622.13
80251	SPRING GROVE FLOWERS		33,794.43		501.45	1,475.00	32,820.88
80281	EMILINE LINCOLN	1,000.00	2,360.26		34.44		2,394.70
80291	EMMA J. LINCOLN		1,293.10		18.83		1,311.93
80301 GL 40(8C)	CONSERVATION FUND		76,992.45		1,122.37		78,114.82
80331	SMART	1,000.00	18,290.26		266.68	15.00	18,541.94
80341	FARRINGTON	600.00	2,207.37		32.23	15.00	2,224.60
80351	BALLARDVALE	532.88	1,497.02		21.94	25.00	1,493.96
80361	ALLEN	200.00	203.81		3.07	15.00	191.88
80391	EMS BELL LIBRARY TRUST		65,844.95		960.88		66,805.83
80411	ELDERLY TAXATION FUND		19,708.06	1,236.52	289.07		21,233.65
80421	MUNICIPAL AFFORDABLE HOUSING		36,412.72	68,940.13	890.04		106,242.89
80431	POLICE FEDERAL DRUG ACCT		0.00	10,464.80	15.67		10,480.47
82011	DRAPER	1,058.93	20,319.48		296.25		20,615.73
82021	RICHARDSON	1,000.00	1,794.77		27.02		1,821.79
82031	A & AV LINCOLN	500.00	1,341.31		19.47		1,360.78
82051	RAFTON (INTEREST)		6,343.22	132.80	92.48		6,568.50
82041	RAFTON (PRINCIPAL)	598.50	598.50				598.50
82061	CONROY	291.71	2,064.33		30.09		2,094.42
82071	AMERICAN LEGION	200.00	1,522.15		22.18		1,544.33
82081	CHRIS MAYNARD BOOKS	5,087.68	5,124.91		75.39	79.86	5,120.44
82091	HOLT	81.95	925.80		13.50		939.30
			13,195,742.60	4,804,716.25	199,020.04	161,142.84	18,038,336.05
	<b>INTERNAL SERVICE FUNDS</b>						
80011 GL 40(13)	INSURANCE		178,603.81		354.47	2,461.50	176,496.78
80021 GL 40(5E)	UNEMPLOYMENT COMPENSATION		60,251.30	395,000.00	262.08	190,090.96	265,422.42
80031	TOWN INSURANCE HEALTH		1,435,229.12	21,000,573.76	1,479.68	20,416,788.81	2,020,493.75
80371 GL 40(13A)	WORKERS COMPENSATION		103,665.10	51,579.80		60,118.00	95,126.90
	<b>TOTAL INTERNAL SERVICE FUNDS</b>		<u>1,777,749.33</u>	<u>21,447,153.56</u>	<u>2,096.23</u>	<u>20,669,459.27</u>	<u>2,557,539.85</u>
	<b>GRAND TOTAL ALL TRUST FUNDS</b>		<u>14,973,491.93</u>	<u>26,251,869.81</u>	<u>201,116.27</u>	<u>20,830,602.11</u>	<u>20,595,875.90</u>

TRUSTEES OF PUNCHARD FREE SCHOOL  
ANDOVER, MASSACHUSETTS

STATEMENT FOR TWELVE MONTHS ENDING JUNE 30, 2015  
CAPITAL ACCOUNT  
SUMMARY OF TRANSACTIONS

	1-Jul-2014		30-Jun-2015
Money Market Fund CBPF	\$ 20,346.53	Money Market Fund (CBPF)	\$ 52,287.15
Securities @ Book	\$ 179,799.17	Securities @ Book	\$ 158,776.79
Bonds @ Book	\$ 75,823.95	Bonds @ Book	\$ 75,491.88
Checking Account	\$ 4,439.01	Checking Account	\$ 5,113.51
Adjust for change in cost basis of bonds	\$ 437.90	Adjust for change in Cost Basis of Bonds	\$ 187.62
	<b>\$ 280,846.56</b>	Increase	<b>\$ 11,010.39</b>

OPERATING ACCOUNTS

(RESERVE FUND & CASH ACCOUNTS)

INCOME

Capital Gains - MFs	\$ -
Gain/(Loss) - Sale of Securities	\$ 19,880.14
Stock Dividends - Foreign	\$ 810.45
Dividends Received	\$ 5,506.51
Interest Received-Bonds/Notes	\$ 1,630.14
Interest Received-Broker/MM	\$ 3.96
Other income - cap.gain dist.	\$ 0.04
Other income	\$ 26.88
Foreign tax withheld	\$ (91.23)
<b>Income Total</b>	<b>\$ 27,766.89</b>

EXPENSES

Foreign Taxes - paid	
<b>Andover High School Projects 2013-2014</b>	
Success Academy	\$ 550.00
Art All State (Visual Arts Students)	\$ 500.00
Mass. Music Educators - All State	\$ 3,611.75
S2S: Students to Students Program	\$ 1,500.00
Electrophoresis Chambers	\$ 709.50
Freshman Composition	\$ 403.12
Photography Club	\$523.32
Model Human Skeleton	\$253.23
Warrior Way	\$1,015.18
AHS Robotics Club	\$1,250.00
Challenge Day	\$3,000.00
Principal's Discretionary Fund	\$890.00
<b>Total AHS Exp</b>	<b>\$ 14,206.10</b>
Accrued interest (exp) (change in July-June)	
Misc. Operating Expenses - Quickbooks	\$ 119.40
Investment Counsel Fees	\$ 1,821.00
Brokerage fees/taxes	\$ 454.00
Fee	\$ 156.00
<b>Total Other Exp</b>	<b>\$ 2,550.40</b>
<b>Expense Total</b>	<b>\$ 16,756.50</b>
<b>Net Income</b>	<b>\$ 11,010.39</b>

**\$ 291,856.95**

TOTAL PRINCIPAL AND OPERATING ACCOUNTS

**\$ 291,856.95**

**TRUSTEES OF PUNCHARD FREE SCHOOL  
ANDOVER, MASSACHUSETTS**

**CAPITAL ACCOUNT  
FY 2015  
SECURITIES BOUGHT AND SOLD  
TWELVE MONTHS ENDING - JUNE 30, 2015**

	PROCEEDS	COST	GAIN/(LOSS)
	STOCKS & MUTUAL FUNDS		
<b>BEGINNING BOOK VALUE - 7/1/2014</b>		<b>179,799.17</b>	
<b>LESS: STOCKS/MUTUAL FUNDS- Sold/Exchanged</b>			
07/24/2014 Sold      5.000 shs Veritiv. Corp. @37.45000/sh.	181.34	143.96	37.38
08/07/2014 Sold      300.000 shs Diebold Inc. @37.781180/sh.	11,289.85	8,409.45	2,880.40
01/02/2015 Sold      200.000 shs Novartis AG @93.84100/sh.	18,736.54	11,690.87	7,045.67
01/15/2015 Sold      40.000 shs California Resources @4.73	178.74	288.20	-109.46
02/17/2015 Sold      500.000 shs ABB LTD Spon ADR @20.674900/sh.	10,267.01	8,249.40	2,017.61
02/23/2015 Sold      200.000 shs Anadarko Petroleum Corp. @88.155000	17,599.43	8,922.47	8,676.96
04/02/2015 Sold      100.000 shs Occidental Petroleum Corp. @73.690996	7,350.71	7,981.75	-631.04
<b>Total Sold</b>	<b>\$ 65,603.62</b>	<b>\$ 45,686.10</b>	<b>\$ 19,917.52</b>
<b>ADD: STOCKS/MUTUAL FUNDS - Acquired</b>			
		Cost	
11/21/2014 Bought      150.000 shs Halliburton Co. @49.373000/sh.		7,430.70	
03/04/2015 Bought      400.000 shs Briggs & Stratton Corp. @20.785969/sh.		8,371.64	
05/19/2015 Bought      125.000 shs Du Pont De Nemours		8,861.38	
<b>Total Acquired</b>		<b>\$ 24,663.72</b>	
<b>BOOK VALUE 06/30/2015</b>		<b>\$ 158,776.79</b>	
			<b>BONDS/NOTES</b>
<b>Adjusted Cost Basis from UBS statement - 6/30/2014</b>		<b>\$ 75,823.95</b>	
<b>LESS: BONDS/NOTES - Sold/Matured/Redeemed</b>			
		<b>\$ -</b>	
<b>ADD: BONDS/NOTES - Acquired</b>			
		<b>\$ -</b>	
<b>TOTAL Acquired</b>		<b>\$ -</b>	
<b>Gain/loss</b>		<b>\$ -</b>	
<b>Adjusted Cost Basis from UBS statement- 6/30/2015</b>		<b>\$ 75,491.88</b>	
<b>TOTAL SECURITIES/MUTUAL FUNDS @ BOOK VALUE - 06/30/2015</b>		<b>\$ 234,268.67</b>	
<b>TOTAL SECURITIES/Bonds@ ADJ. BOOK VALUE - 06/30/2015</b>		<b>\$ 234,268.67</b>	
<b>Broker - Cash/MM Reserve and Principal Funds- 06/30/2015</b>		<b>\$ 52,287.15</b>	
<b>TDBN Checking account 06/30/2015</b>		<b>\$ 5,113.51</b>	
<b>TOTAL VALUE OF ASSETS - 06/30/2015 - Cost Basis</b>		<b>\$ 291,669.33</b>	

**TRUSTEES OF PUNCHARD FREE SCHOOL  
ANDOVER, MASSACHUSETTS**

**FUNDS ANALYSIS AS OF: JUNE 30, 2015**

**CAPITAL ACCOUNT**

PRINCIPAL FUND	Book Value as of 30-Jun-2014	Book Value as of 30-Jun-15	Market Value as of 30-Jun-15	Market Value Over/(Under) Book Value as of 30-Jun-2014
<b>CASH</b>				
Money Market Funds	\$ 20,346.53	\$ 52,287.15	\$ 52,287.15	-----
<b>STOCKS &amp; BONDS</b>				
500.000 Shs ABB LTD Spon Adr (Bought 7/10/2012 Cost 8,249.40, sold 2/17/2015)	\$ 8,249.40			\$ -
200.000 Shs Abbott Labs (Bought 8/11/2011)	\$ 4,689.66	\$ 4,689.66	\$ 9,816.00	\$ 5,126.34
200.000 Shs Anadarko Petroleum Corp (sold 2/23/2015)	\$ 8,922.47			\$ -
400.000 Shs Briggs & Stratton (Bought 3/4/2015)		\$ 8,371.64	\$ 7,704.00	\$ (667.64)
40.000 Shs California Resources Corp. (spun off Occidental Petr., sold 1/5/2015)				
500.000 Shs Cisco Systems Inc (Bought 8/2/2012 Cost 7,905.45)	\$ 7,905.45	\$ 7,905.45	\$ 13,730.00	\$ 5,824.55
200.000 Shs CVS (sold 100 shs 3/21/2013)200 shs left	\$ 6,320.83	\$ 6,320.83	\$ 20,976.00	\$ 14,655.17
150.000 Shs Devon Energy Corp (Bought 10/15/2010)	\$ 9,987.74	\$ 9,987.74	\$ 8,923.50	\$ (1,064.24)
300.000 Shs Diebold Inc (Bought 8/18/2011, sold 8/7/2014)	\$ 8,409.45			\$ -
125.000 Shs Du Pont De Nemours (Bought 5/19/2015)		\$ 8,861.38	\$ 7,993.75	\$ (867.63)
300.000 Shs EMC Corp. Mass. (Bought 7/22/13)	\$ 7,609.35	\$ 7,609.35	\$ 7,917.00	\$ 307.65
600.000 Shs General Electric	\$ 15,021.05	\$ 15,021.05	\$ 15,942.00	\$ 920.95
200.000 Shs Glaxo Smithkline PLC	\$ 11,099.25	\$ 11,099.25	\$ 8,330.00	\$ (2,769.25)
150.000 Shs Halliburton Co. (Bought 11/21/2014)		\$ 7,430.70	\$ 6,460.50	\$ (970.20)
200.000 Shs Honeywell Intl. Inc.	\$ 7,115.99	\$ 7,115.99	\$ 20,394.00	\$ 20,394.00
300.000 Shs Intl Paper Co.	\$ 10,173.46	\$ 10,029.50	\$ 14,277.00	\$ 4,247.50
250.000 Shs Marathon Oil Corp MBO	\$ 4,991.38	\$ 4,991.38	\$ 6,635.00	\$ 1,643.62
250.000 Shs Merck & Co (Bought 5/21/10: cost 8196.20)	\$ 8,196.20	\$ 8,196.20	\$ 14,232.50	\$ 6,036.30
300.000 Shs Microsoft Corp. (Bought 1/22/2013 cost 8,198.19)	\$ 8,198.19	\$ 8,198.19	\$ 13,245.00	\$ 5,046.81
200.000 Shs Novartis AG (Sold 1/2/2015)	\$ 11,690.87			\$ -
100.000 Shs Occidental Petroleum (Sold 4/2/2015)	\$ 8,269.95			\$ -
200.000 Shs Paccar Inc (Bought 1/27/2012)	\$ 8,921.79	\$ 8,921.79	\$ 12,762.00	\$ 3,840.21
400.000 Shs Pfizer	\$ 10,219.25	\$ 10,219.25	\$ 13,412.00	\$ 3,192.75
300.000 Shs Unilever PLC (Sold 100.000 Shs 3/21/2013)300.000 shs left Veritev (Spin off Intl Paper and cash in lieu of)	\$ 6,462.19	\$ 6,462.19	\$ 12,888.00	\$ 6,425.81
400.000 Shs Weyerhaeuser Co (Bought 12/23/2010)	\$ 7,345.25	\$ 7,345.25	\$ 12,600.00	\$ 5,254.75
20000.000 Units Air Gas Inc Corp bonds	\$ 20,200.44	\$ 20,098.82	\$ 20,267.40	\$ 168.58
20000.000 Heinz H J Corp Bond (bought 6/19/12)	\$ 20,029.38	\$ 20,018.46	\$ 19,983.40	\$ (35.06)
15000.000 J P Morgan Chase Bond Rate 2% (Bought 11/19/2012)	\$ 15,169.26	\$ 15,115.82	\$ 15,152.10	\$ 36.28
20000.000 Kroger Co. Bond Rate 2.2% (Bought 1/9/14)	\$ 20,424.87	\$ 20,258.78	\$ 20,279.00	\$ 20.22
<b><u>TOTAL STOCKS &amp; BONDS</u></b>	<b>\$ 255,623.12</b>	<b>\$ 234,268.67</b>	<b>\$ 303,920.15</b>	<b>\$ 76,767.47</b>
<b><u>TOTAL MONEY MARKET &amp; SECURITIES</u></b>	<b>\$ 275,969.65</b>	<b>\$ 286,555.82</b>	<b>\$ 356,207.30</b>	<b>\$ 76,767.47</b>
<b>Accrued Interest</b>	<b>\$ 437.90</b>	<b>\$ 437.90</b>	<b>\$ 437.90</b>	
<b><u>TOTAL PRINCIPAL FUND</u></b>	<b>\$ 276,407.55</b>	<b>\$ 286,993.72</b>	<b>\$ 356,645.20</b>	<b>\$ 76,767.47</b>
<b>CHECKING ACCOUNT - TDBank</b>	<b>\$ 4,439.01</b>	<b>\$ 5,113.51</b>	<b>\$ 5,113.51</b>	
<b>TOTAL FUNDS</b>	<b>\$ 280,846.56</b>	<b>\$ 292,107.23</b>	<b>\$ 361,758.71</b>	<b>\$ 76,767.47</b>

**TRUSTEES OF PUNCHARD FREE SCHOOL  
ANDOVER, MASSACHUSETTS**

**SCHOLARSHIP AND TROW FUNDS**

**VALUE OF FUNDS**

	Book Value (BV) 30-Jun-2014	Book Value (BV) 30-Jun-2015	Market Value (MV) 30-Jun-2015	Market Value Over/Under Book Value as of 30-Jun-15
<b>School Scholarship Funds</b>				
996,316 shs. American Balanced Fund Class F-2	\$ 17,637.05	\$ 17,637.05	\$ 24,459.56	\$ 6,822.51
1490.313 shs. Berwyn Income Fund	\$ 20,000.00	\$ 20,000.00	\$ 19,865.87	\$ (134.13)
978,607 shs. FPA Crescent Portfolio- 283,197 shs. added 7/15/13	\$ 29,000.00	\$ 29,000.00	\$ 33,018.20	\$ 4,018.20
14,660.50 shs. Franklin Income Fund Advisor Class	\$ 36,100.00	\$ 36,100.00	\$ 33,865.75	\$ (2,234.25)
433,276 shs. Hennessy Gas Utility Index Fund	\$ 10,000.00	\$ 10,000.00	\$ 12,261.71	\$ 2,261.71
1,724.14 shs. Lord Abbett Short Duration Income Fund Class F	\$ 8,000.00	\$ 8,000.00	\$ 7,637.93	\$ (362.07)
784,109 shs. Yacktman Fund Service Class	\$ 15,000.00	\$ 15,000.00	\$ 18,701.00	\$ 3,701.00
709,723 shs. Matthews Asia Dividend Fund Investor Class	\$ 10,000.00	\$ 9,953.66	\$ 12,058.19	\$ 2,104.53
345,543 shs. The Osterweis Fund	\$ 10,000.00	\$ 10,000.00	\$ 11,789.93	\$ 1,789.93
899,55 shs. Templeton Global Bond Fund Advisor Class	\$ 12,000.19	\$ 12,000.19	\$ 10,983.51	\$ (1,016.68)
511,416 shs. Franklin Mutual Global Discovery Fund Class Z - added 7/15/13	\$ 16,800.51	\$ 16,800.51	\$ 17,521.11	\$ 720.60
481,348 shs. Royce Special Equity Fund Advisor Class - added 8/14/13	\$ 12,000.00	\$ 12,000.00	\$ 10,945.85	\$ (1,054.15)
<b>Sub-total - Scholarship Mutual Funds</b>	<b>\$ 196,537.75</b>	<b>\$ 196,491.41</b>	<b>\$ 213,108.61</b>	<b>\$ 16,617.20</b>
FEDERATED CAPITAL RES. MONEY MARKET FUND	\$ 1,611.02	\$ 12,637.77	\$ 12,637.77	\$ -
Cash Balance	131.15	95.38	95.38	-
<b>Total - Individual Scholarship Funds</b>	<b>\$ 198,279.92</b>	<b>\$ 209,224.56</b>	<b>\$ 225,841.76</b>	<b>\$ 16,617.20</b>
<b>Trow Scholarship Funds</b>				
1,490.31 shs. Berwyn Income Fund	\$ 20,000.00	\$ 20,000.00	\$ 19,865.87	\$ (134.13)
311,236 shs. Crescent Portfolio - added 8/14/13	\$ 10,000.00	\$ 10,000.00	\$ 10,501.10	\$ 501.10
109,613 shs. Fidelity Contrafund added 8/14/13	\$ 10,000.00	\$ 10,000.00	\$ 11,177.24	\$ 1,177.24
3,619.91 shs. Franklin Income Fund Advisor Class	\$ 8,000.00	\$ 8,000.00	\$ 8,361.99	\$ 361.99
567,779 shs. Mathews Asia Dividend Fund Investor Class	\$ 8,000.00	\$ 7,962.92	\$ 9,646.57	\$ 1,683.65
179,211 shs. Franklin Mutual Global Discovery - added 8/14/13	\$ 5,999.59	\$ 5,999.59	\$ 6,139.77	\$ 140.18
757,959 shs. Pioneer Equity Income Fund Class Z	\$ 20,305.93	\$ 20,305.93	\$ 25,679.65	\$ 5,373.72
240,674 shs. Royce Special Equity Fund - added 8/14/13	\$ 6,000.00	\$ 6,000.00	\$ 5,472.93	\$ (527.07)
517,786 shs. Templeton Global Bond Fund Advisor Class-231,839 shs.Sold 8.	\$ 6,907.38	\$ 6,907.38	\$ 6,322.17	\$ (585.21)
<b>Sub-total - Trow Scholarship Mutual Funds</b>	<b>\$ 95,212.90</b>	<b>\$ 95,175.82</b>	<b>\$ 103,167.29</b>	<b>\$ 7,991.47</b>
FED. CAP. RES. MONEY MARKET/ TROW FUND	\$ 6,412.01	\$ 13,192.78	\$ 13,192.78	\$ -
Cash Balance	\$ 131.15	\$ 95.38	\$ 95.38	\$ -
<b>Total -Trow Scholarship Funds</b>	<b>\$ 101,756.06</b>	<b>\$ 108,463.98</b>	<b>\$ 116,455.45</b>	<b>\$ 7,991.47</b>
<b>Total value of funds held (30Jun2015)</b>	<b>\$ 300,035.98</b>	<b>\$ 317,688.54</b>	<b>\$ 342,297.21</b>	

**TRUSTEES OF PUNCHARD FREE SCHOOL  
ANDOVER, MASSACHUSETTS**

**STATEMENT FOR TWELVE MONTHS ENDING: JUNE 30, 2015  
SCHOLARSHIPS AND SPECIAL FUNDS**

	Beginning Balance 1-Jul-14	Misc Additions to Principal	Trow Income 1-Jul-14 thru 30-Jun-15 (to be added at end of year)	Apportioned Net Income 1-Jul-14 thru 30-Jun-15	Scholarships to be Awarded Class Day 2015	Balance as of 30-Jun-15
DONAND DUNN FUND	\$20,243.07			\$442.12	\$1,000.00	\$20,685.19
H.W.& M.P.BARN#	\$1,509.01			\$32.96	\$125.00	\$1,541.97
J.W.BARNARD	\$9,337.18			\$203.93	\$500.00	\$9,541.11
ALICE M.BELL	\$1,587.61			\$34.67	\$125.00	\$1,622.28
THOMAS BLACK	\$16,858.03			\$368.19	\$1,000.00	\$17,226.22
EDNA G.CHAPIN	\$2,499.06			\$54.58	\$125.00	\$2,553.64
FRED W.DOYLE	\$10,260.27			\$224.09	\$500.00	\$10,484.36
WARREN F.DRAPER	\$2,323.80			\$50.75	\$125.00	\$2,374.55
WILLIAM G.GOLDSMITH	\$4,030.11			\$88.02	\$125.00	\$4,118.13
ELIZABETH T.GUTTERSON	\$1,629.37			\$35.59	\$125.00	\$1,664.96
MYRON E.GUTTERSON	\$2,217.09			\$48.42	\$125.00	\$2,265.51
ANDOVER GRANGE	\$3,948.67			\$86.24	\$125.00	\$4,034.91
NATHAN C. HAMBLIN	\$20,578.00			\$449.44	\$1,000.00	\$21,027.44
MARGARET F. HINCHCLIFFE	\$35,108.64			\$766.80	\$2,000.00	\$35,875.44
PUNCHARD TRUSTEES	\$12,189.71			\$266.23	\$1,000.00	\$12,455.94
ANDOVER SERVICEMEN	\$30,766.34			\$671.96	\$2,000.00	\$31,438.30
HENRY WYATT	\$23,534.36	\$850		\$514.01	\$1,000.00	\$24,898.37
A.F.B. & W.A. TROW	\$96,149.59		\$2,136.00		\$4,000.00	\$98,285.59
Retained earnings	(\$1,332.79)					(\$2,057.93)
Roundoff error				\$4,338.00		
	\$293,437.12		\$2,136.00	\$4,338.00	\$15,000.00	\$300,035.98
Sum of Scholastic Accounts	\$198,620.32					

SUMMARY-INCOME/(EXPENSE) 01Jul2014-30Jun2015

Gross Income - Scholarship Fund	
Interest Income - Broker MM	\$0.01
Dividend Income - Securities/MF	\$4,780.26
Capital Gain Distrib. - MF	\$6,088.15
Gain/(Loss) on Sale of Securities	\$698.80
Henry Wyatt Golf Tournament	\$850.00
Expenses - Scholarship Fund	
Maintenance fee	\$25.00
Brokerage fees	\$1,524.03
Scholarships	\$10,000.00
<hr/>	
Net Income - Scholarship Fund	\$868.19
Gross Income - Trow Fund	
Interest Inc Broker MM - Trow	\$0.02
Dividend Income MF - Trow	\$2,496.23
Capital Gain Distrib. - Trow	\$4,226.91
Gain/Loss on Sale of Securities	\$4,687.17
Gross Expenses - Trow Fund	
Maintenance fee	\$25.00
Brokerage fees	\$778.92
Scholarships	\$5,000.00
<hr/>	
Net Income - Trow Fund	\$5,606.41
<hr/>	
Total Net Income - 01Jul13-30Jun15	\$6,474.60
Scholarships Awarded May/June 2015	\$15,000.00

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

**INDEX**

<b><u>WARRANT ARTICLE NO. &amp; DESCRIPTION</u></b>	<b><u>ACTION TAKEN</u></b>	<b><u>ATTY. GENERAL APPROVED</u></b>
1. Election Results	Reported	
2. Election – Not Required by Ballot	Election	
3. Salaries of Elected Officials	Approved	
4. FY-2016 Budget - \$159,868,249	Approved	
5. Capital Projects Fund FY-2016 Appropriation - \$2,450,000	Approved	
6. Budget Transfers - \$274,840	Approved	
7. Supplemental Budget Appropriations - \$1,000,000	Approved	
8. Stabilization Fund - \$1,248,316	Failed	
9. Free Cash	Withdrawn	
10. Unexpended Appropriations	Withdrawn	
11. General Housekeeping, A through F A. Grant Program Authorization B. Road Contracts C. Town Report D. Property Tax Exemptions – Statute Acceptance E. Contracts in Excess of Three Years F. Accepting Easements G. Rescinding Bond Authorizations - \$100,000	Approved	
12. Granting Easements	Approved	
13. Unpaid Bills	Withdrawn	
14. Chapter 90 Authorizations	Approved	
15. Jerry Silverman Fireworks - \$14,000	Approved	

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

- |     |   |          |
|-----|---|----------|
| 16. | Town Meeting Electronic Voting<br>-\$35,000           | Failed   |
| 17. | FY 2016 Revolving Accounts                            | Approved |
| 18. | Elderly/Disabled Transportation Program<br>- \$12,000 | Approved |
| 19. | Support for Civic Events - \$5,000                    | Approved |
| 20. | Spring Grove Cemetery Maintenance<br>- \$6,000        | Approved |
| 21. | Free Cash to OPEB Trust Fund<br>- \$1,248,316         | Approved |

<b><u>WARRANT</u></b>	<b><u>ACTION</u></b>	<b><u>ATTY. GENERAL</u></b>
<b><u>ARTICLE NO. &amp; DESCRIPTION</u></b>	<b><u>TAKEN</u></b>	<b><u>APPROVED</u></b>
22.	Free Cash to Ledge Road Landfill Stabilization Fund- \$1,000,000	Approved
23.	Free Cash to Bond Premium Stabilization Fund- \$768,000	Approved
24.	Stabilization Fund Bond Premium - \$200,000	Approved
25.	High School Library/Media Center Renovations	Failed
26.	Andover High School Library/Media Center Renovations	Withdrawn
27.	Zoning Amendment – Table of Use Regulations for Medical Center or Clinic	Approved  August 18, 2015 Posted August 24, 2015
28.	Relocation of Easement – 28 Foster Circle	Approved
29.	Public Safety Communications Upgrades - \$150,000	Approved
30.	Highway Vehicles - \$175,000	Approved

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

31.	Town and School Energy Initiatives - \$337,000	Approved	
32.	Zoning Bylaw Amendment – Assisted Living Residence	Failed	
33.	Zoning Bylaw Amendment – Long-term Care Facilities	Withdrawn	
34.	Zoning Bylaw Amendment – Congregate Living Facilities	Approved	August 18, 2015 Posted August 24, 2015
35.	Shawsheen School	Approved	
36.	Office Space Feasibility Study - Shawsheen School	Withdrawn	
37.	Andover High School Track Replacement - \$250,000	Approved	
38.	Safety & Security Communications Upgrades - \$600,000	Approved	
39.	School Building Maintenance and Renovation - \$455,000	Approved	
40.	School Site Improvements – West Elementary School - \$319,000	Approved	
41.	Annual Computer Workstation and Laptop Replacement Program - \$402,393	Approved	
	<b><u>WARRANT</u></b> <b><u>ARTICLE NO. &amp; DESCRIPTION</u></b>	<b><u>ACTION</u></b> <b><u>TAKEN</u></b>	<b><u>ATTY. GENERAL</u></b> <b><u>APPROVED</u></b>
42.	Amend Dimensional Requirements In Industrial 2 Zoning District	Approved	August 18, 2015 Posted August 24, 2015
43.	Balmoral Dam Removal	Withdrawn	
44.	Minor Storm Drain Improvements - \$300,000	Approved	
45.	Sidewalk Construction – Woburn Street - \$113,000	Approved	

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

46.	Town Building and Facility Maintenance - \$1,200,000	Approved	
47.	Zoning Bylaw Amendment – Rezone Land off Fleming Ave	Approved	August 18, 2015 Posted August 24, 2015
48.	Deyermont Park Ball Field Lighting	Withdrawn	
49.	Establish Historic Mill District	Approved	August 18, 2015 Posted August 24, 2015
50.	Zoning Bylaw Amendment – Historic Mill District (HMD)	Approved	October 19, 2015 Posted, October 21, 2015
51.	Zoning Bylaw Amendment – Historic Mill District	Withdrawn	
52.	Dimensional Special Permit – Historic Preservation	Approved	August 18, 2015 Posted August 24, 2015
53.	89-93 Main Street – Outdoor Restaurant Seating	Approved	
54.	Bylaw Amendment – Haverhill Street & Tantallon Road	Approved	August 18, 2015 Posted August 24, 2015
55.	Water & Sewer Vehicles - \$55,000	Approved	
56.	Water Main Replacement Projects - \$1,700,000	Approved	
57.	Water Plant GAC Replacement - \$500,000	Approved	
58.	Water Treatment Plant Maintenance - \$300,000	Approved	
59.	Gas Pipeline Resolution	Approved	
60.	Finish Charles Circle - \$66,000	Approved	
61.	Residential Neighborhoods – Town Yard	Failed	
62.	Sidewalk Construction – River Street - \$301,000	Approved	

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

**ANNUAL TOWN MEETING WARRANT**

Agreeably to a Warrant signed by the Selectmen on March 25, 2015, to notify and warn the Inhabitants of said Town who are qualified to vote in Town Affairs to meet and assemble at the J. Everett Collins Center Auditorium, Andover High School, Shawsheen Road, in said Andover, on

**MONDAY, THE FOURTH DAY OF MAY, 2015**

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

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

Ronald Bertheim, Constable  
April 16, 2015

**ANNUAL TOWN MEETING**

**MAY 4, 2015**

The check lists were used at the entrance and Eight Hundred and Forty Three (843) voters admitted to the meeting on the first night of the meeting.

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

The American Legion Post 8 presented and posted the Colors

The Pledge of Allegiance to the Flag was led by Daniel H. Kowalski, Chair of the Board of Selectmen.

The Song "America," written by Samuel Francis Smith in Andover was sung by Perry Wynn of Andover.

The invocation was given by Father Peter Gori of Saint Augustine's Parish

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

Upon motion made and duly seconded it was VOTED to admit non-voters to the meeting, some of whom may be speaking. Eighty Six (86) non-voters were admitted during the first night of the meeting.

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

The Moderator directed that all cell phones should be placed on mute or vibrate so as not to disturb the meeting.

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

The Moderator announced the voting sections of the Hall.

The Moderator introduced the stage participants to meeting members. The Moderator recognized retiring Town Manager Reginald S. “Buzz” Stapczynski and retiring Superintendent of Schools Marinel McGrath for their many years of dedicated service to the Town.

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

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

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

The Moderator then took up the Warrant.

**ARTICLE 1.** Annual Town Election: Moderator for one year, two Selectmen for three years, two School Committee members for three years, one School Committee member for one year, one Andover Housing Authority member for five years and two Punchard Free School Trustees for three years.

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

Moderator	One For One Year	Sheila M. Doherty 9 Juniper Road
Board of Selectmen	Two For Three Years	Daniel H. Kowalski 24 Enfield Drive Robert A. Landry 4 Seminole Circle
School Committee	Two For Three Years	Susan K. McCready 8 Dean Circle Ted E. Teichert 5 Dufton Road

ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015

School Committee	One For One Year	Ann W. Gilbert 12 Gray Road
Greater Lawrence Regional Vocational Technical School District Committee	One For Three Years	Marilyn M. Fitzgerald 25 Washington Avenue
Andover Housing Authority	One For Five Years	Francis A. O'Connor 22 Railroad Street
Trustees of the Punchard Free School	Two For Three Years	Eric Stubenhaus 8 Enfield Drive Charles A. Hanes 3 Prides Circle

The Moderator then took up citizens' petition Warrant Articles 26 and 51 out of order because both are duplicative of Warrant articles which immediately precede each in the Warrant. Both articles were withdrawn on motions of the sponsors. See the record below.

**Election Not Required by Ballot**

**ARTICLE 2.** To elect all other officers not required by law to be elected by ballot, or take any other action related there.

On request of the Town Clerk

Upon motion made and duly seconded it was VOTED by a majority vote that **Kenneth B. Ozoonian, 98 Osgood Street**, be elected Trustee of the Cornell Fund for three years.

**Salaries of Elected Officials**

**ARTICLE 3.** To establish the salaries of the elected officers for the ensuing year, or take any other action related thereto.

On request of the Town Clerk

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

Town Moderator - \$250.00 for each Annual Town Meeting and \$60.00 for each

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

Special Town Meeting except when it falls within the Annual Town Meeting.

Selectmen -	Chairman - \$1,800.00
	Members - \$1,500.00
School Committee -	Chairman - \$1,800.00
	Members - \$1,500.00

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

Finance Committee Report: Approval as to all

**FY-2016 Budget**

**ARTICLE 4.** To see if the Town will vote to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016, or take any other action related thereto.

On request of the Town Manager

Motions were made to amend various Line Items as follows:

Line Items 3 & 4, General Government & Community Development, were moved by Selectman Mary T. O'Donoghue at \$5,506,687 and \$2,029,073 respectively, the amounts recommended by the Selectmen. A motion to amend Line Items 3 & 4 by Finance Committee Chair S. Jon Stumpf to increase Line Item 3 to \$5,550,866 and reduce Line Item 4 to \$2,004,073, the amounts recommended by the Finance Committee, was DEFEATED.

Line Item 13, the School Department Budget, was moved by Ann W. Gilbert, Chair of the School Committee at \$73,296,591, the amount recommended by the School Committee. A motion by Selectman Alex J. Vispoli to amend the amount to \$72,873,529, the amount recommended by the Selectmen and the Finance Committee, was DEFEATED on a standing count of 275 to 503.

Line Item 23, Health Insurance Fund, was moved by Selectman Alex J. Vispoli at \$16,800,000 the Selectmen's recommended amount. A motion by S. Jon Stumpf, Chair of the Finance Committee to amend the amount to \$17,052,416, recommended by the Finance Committee, PASSED on a standing count of 230 in favor to 222 opposed.

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

The FY 2016 Budget was approved as follows:

<b>LINE ITEM</b>	<b>DEPARTMENT</b>	<b>APPROVED FY 2016</b>
Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for PUBLIC SAFETY by a Majority Vote:		
	PUBLIC SAFETY	
1	PERSONAL SERVICES	14,014,669
2	OTHER EXPENSES	<u>1,590,676</u>
	TOTAL	15,605,345

Includes \$210,000 - parking receipts, \$80,000 - detail fees, and \$1,300,000 - ambulance collections

Finance Committee Report: Approval  
Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for GENERAL GOVERNMENT & COMMUNITY DEVELOPMENT (inc Town/School IT consolidation) by a Majority Vote:

	GENERAL GOVERNMENT & COMMUNITY DEVELOPMENT (inc Town/School IT consolidation)	
3	PERSONAL SERVICES	5,506,687
4	OTHER EXPENSES	<u>2,029,073</u>
	TOTAL	7,535,760

Includes \$25,000 in receipts from wetland filing fees.

Finance Committee Report: Disapproval  
Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for MUNICIPAL SERVICES (DPW/P&F) by a Majority Vote:

	MUNICIPAL SERVICES	
5	PERSONAL SERVICES	5,164,649
6	OTHER EXPENSES	<u>5,668,309</u>
	TOTAL	10,832,958

Includes \$70,000 in rental receipts; \$46,000 cemetery revenue and \$11,000 Andover Youth Foundation Gift.

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

Finance Committee Report: Approval  
Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for LIBRARY by a Majority Vote:

	LIBRARY	
7	PERSONAL SERVICES	2,011,983
8	OTHER EXPENSES	<u>669,359</u>
	TOTAL	2,681,342

Finance Committee Report: Approval  
Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for COMMUNITY/YOUTH/ELDER SERVICES by a Majority Vote:

	COMMUNITY, YOUTH & ELDER SERVICES	
9	PERSONAL SERVICES	1,378,547
10	OTHER EXPENSES	<u>519,350</u>
	TOTAL	1,897,897

Includes \$520,000 and \$38,000 in user fees and \$59,000 in grants and \$19,000 Andover Youth Foundation Gift

Finance Committee Report: Approval  
Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for UNCLASSIFIED by a Majority Vote:

	UNCLASSIFIED EXPENSES	
11	COMPENSATION FUND	950,000
12	RESERVE FUND	<u>200,000</u>
	TOTAL	1,150,000

Finance Committee Report: Approval  
Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for ANDOVER SCHOOL DEPT. by a Majority Vote:

13	ANDOVER SCHOOL DEPARTMENT	<u>73,296,591</u>
	TOTAL	73,296,591

Finance Committee Report: Disapproval

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

Selectmen Report: Disapproval  
School Committee Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for SEWER by a Majority Vote:

	SEWER	
14	PERSONAL SERVICES	295,150
15	OTHER EXPENSES	<u>2,179,900</u>
	TOTAL	2,475,050

Finance Committee Report: Approval  
Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for WATER by a Majority Vote:

	WATER	
16	PERSONAL SERVICES	1,908,276
17	OTHER EXPENSES	<u>2,846,350</u>
	TOTAL	4,754,626

Finance Committee Report: Approval  
Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for TECHNICAL SCHOOLS by a Majority Vote:

18	TECHNICAL SCHOOLS	<u>510,000</u>
	TOTAL	510,000

Finance Committee Report: Approval  
Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for FIXED EXPENSES by a Majority Vote:

	FIXED EXPENSES	
19	DEBT SERVICE	15,443,134
20	GENERAL INSURANCE	732,553
21	UNEMPLOYMENT COMPENSATION	158,000
22	RETIREMENT FUND	7,946,015
23	HEALTH INSURANCE FUND	17,052,416
24	OPEB FUND	<u>500,000</u>
	TOTAL	41,832,118

Includes \$325,438 from Cable Funds

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

Finance Committee Report: Approval  
Selectman Report: Approval 19, 20, 21, 22 & 24  
Disapproval 23

GRAND TOTAL	162,571,687
<i>less dedicated Revenues</i>	<u>(2,703,438)</u>
NET TOTAL	159,868,249

**2015 ANNUAL TOWN MEETING SPECIAL ARTICLES**

**SPECIAL ARTICLES FROM FREE CASH**

<b>Article 7</b>	To the FY2015 Municipal Services Snow & Ice Expenses	<b>\$1,000,000.00</b>
<b>Article 21</b>	To OPEB Trust Fund	<b>\$1,248,316.00</b>
<b>Article 22</b>	To Ledge Road Landfill Stabilization Fund	<b>\$1,000,000.00</b>
<b>Article 23</b>	To Bond Premium Stabilization Fund	<b>\$ 768,000.00</b>
<b>Article 29</b>	For Public Safety Communications Upgrades	<b>\$ 150,000.00</b>
<b>Article 30</b>	For Purchase of Public Works Vehicles	<b>\$ 175,000.00</b>
<b>Article 31</b>	For Town and School Energy Initiatives	<b>\$ 337,000.00</b>
<b>Article 37</b>	For Andover High School Track Replacement	<b>\$ 148,766.85</b>
<b>Article 60</b>	Finish Charles Circle	<b><u>\$ 66,000.00</u></b>
	<b>TOTAL</b>	<b>\$ 4,893,082.85</b>

**SPECIAL ARTICLES – TRANSFER OF FUNDS**

<b>Article 6</b>	From FY2015 Retirement Fund to Public Safety Personal Services	<b>\$ 204,840.00</b>
	From FY2015 Technical Schools to Public Safety Personal Services	<b>\$ 10,000.00</b>
	From FY2015 Technical Schools to General Insurance	<b>\$ 60,000.00</b>
<b>Article 20</b>	From Spring Grove Cemetery Perpetual Care Reserve Account for the purpose of Cemetery Maintenance and all other costs incidental and related thereto	<b>\$ 6,000.00</b>
<b>Article 24</b>	From the Bond Premium Stabilization Fund to the General Fund	<b>\$ 200,000.00</b>
<b>Article 37</b>	From Article 32 of the 2013 Annual Town Meeting for the purpose of paying the costs of track replacement at	

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

<b>Article 41</b>	Andover High School From Cable Franchise Fee Account for the purpose of leasing Town and School administrative and teacher computer workstations and laptops	\$ 101,233.15
		<b><u>\$ 291,033.00</u></b>
	<b>TOTAL</b>	<b>\$ 873,106.15</b>

**SPECIAL ARTICLES – RESCIND BOND AUTHORIZATIONS**

<b>Article 11G</b>	Article 18, 2013 Annual Town Meeting - School Site Improvements	\$ 100,000.00
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**SPECIAL ARTICLES – GENERAL FUND BORROWING**

<b>Article 38</b>	Safety & Security Communications Upgrades	\$ 600,000.00
<b>Article 39</b>	School Building Maintenance & Renovation	\$ 455,000.00
<b>Article 40</b>	School Site Improvements – West Elementary School	\$ 319,000.00
<b>Article 44</b>	Minor Storm Drain Improvements	\$ 300,000.00
<b>Article 45</b>	Sidewalk Construction – Woburn Street	\$ 113,000.00
<b>Article 46</b>	Town Building and Facility Maintenance	\$1,200,000.00
<b>Article 56</b>	Water Main Replacement Projects	\$1,700,000.00
<b>Article 62</b>	Sidewalk Construction – River Street	<b><u>\$ 301,000.00</u></b>
	<b>TOTAL</b>	<b>\$4,988,000.00</b>

**WATER ENTERPRISE FUND**

<b>Article 58</b>	Maintenance costs relating to water distribution system and Water Treatment Plant	\$ 300,000.00
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**SPECIAL ARTICLES – CHAPTER 44 SEC. 53 ½ REVOLVING ACCOUNTS**

<b>Article 17A</b>	Community Development & Planning Department	\$ 20,000.00
<b>Article 17B</b>	Memorial Hall Library – Lost/Damaged Materials	\$ 20,000.00
<b>Article 17C</b>	Health Clinic	\$ 45,000.00
<b>Article 17D</b>	Division of Community Services	\$ 625,000.00
<b>Article 17E</b>	Division of Youth Services	\$ 400,000.00
<b>Article 17F</b>	Field Maintenance	\$ 100,000.00
<b>Article 17G</b>	Division of Elder Services	\$ 225,000.00
<b>Article 17H</b>	Police Communications	\$ 50,000.00
<b>Article 17I</b>	School Photocopy Fees	\$ 10,000.00
<b>Article 17J</b>	Compost Program	\$ 60,000.00
<b>Article 17K</b>	Solid Waste	\$ 40,000.00

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

<b>Article 17L</b>	Stormwater Management	\$ 5,000.00
<b>Article 17M</b>	Fire Rescue	\$ 100,000.00
<b>Article 17N</b>	Health Services	<u>\$ 75,000.00</u>
	<b>TOTAL</b>	<b>\$ 1,775,000.00</b>

**SPECIAL ARTICLES FROM TAXATION**

<b>Article 5</b>	Capital Projects Fund Appropriation	\$ 2,450,000.00
<b>Article 15</b>	Jerry Silverman Fireworks	\$ 14,000.00
<b>Article 18</b>	Elderly/Disabled Transportation Program	\$ 12,000.00
<b>Article 19</b>	Support for Civic Events	\$ 5,000.00
<b>Article 41</b>	Annual Computer Workstation & Laptop Replacement	<u>\$ 111,360.00</u>
	<b>TOTAL</b>	<b>\$ 2,592,360.00</b>

**SPECIAL ARTICLES FROM WATER RESERVES**

<b>Article 55</b>	For Purchase of water vehicles	\$ 55,000.00
<b>Article 57</b>	Water Plant GAC Replacement	<u>\$ 500,000.00</u>
	<b>TOTAL</b>	<b>\$ 555,000.00</b>

A true record  
ATTEST

Lawrence J. Murphy  
Town Clerk

**FY-2016 Capital Projects Fund Appropriation**

**ARTICLE 5.** To see if the Town will vote to raise by taxation and appropriate the sum of \$2,450,000 for the purpose of funding the Fiscal Year 2016 appropriation for the Capital Projects Fund, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to approve Article 5 as printed in the Warrant.

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

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

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

**Budget Transfers**

**ARTICLE 6.** To see if the Town will vote to transfer from amounts previously appropriated at the 2014 Annual Town Meeting as authorized by MGL Chapter 44, Section 33B, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to transfer funds from the following 2014 Annual Town Meeting- Article 4 appropriations:

\$204,840 from FY2015 Retirement Fund and appropriate \$204,840 to Public Safety Personal Services

\$10,000 from FY2015 Technical Schools and appropriate \$10,000 to Public Safety Personal Services

\$60,000 from FY2015 Technical Schools and appropriate \$60,000 to General Insurance

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

**Supplemental Budget Appropriations**

**ARTICLE 7.** To see if the Town will vote to transfer from available funds a sum of money to supplement appropriations voted at the May 2014 Annual Town Meeting, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to appropriate \$1,000,000 from Free Cash to the FY2015 Municipal Services Snow & Ice Expenses.

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015

Stabilization Fund

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

On request of the Town Manager

It was moved and duly seconded to appropriate \$1,248,316 from Free Cash and to transfer \$1,248,316 to the Stabilization Fund in accordance with MGL Chapter 40, Section 5B, as amended by Chapter 46, Sections 14 and 50 of the Acts of 2003.

**Vote: A 2/3 vote being required for passage, the Moderator declared the Motion was DEFEATED for lack of a 2/3 vote.**

Finance Committee Report: Disapproval  
Board of Selectmen Report: Approval

Free Cash

**ARTICLE 9.** To see what amount the Town will vote to permit the Assessors to use in Free Cash to reduce the Fiscal Year 2016 tax rate and to affect appropriations voted at the 2015 Annual Town Meeting, or take any other action related thereto.

On request of the Finance Director

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

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

Unexpended Appropriations

**ARTICLE 10.** To see what disposition shall be made of unexpended appropriations and free cash in the treasury, or take any other action related thereto.

On request of the Finance Director

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

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

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

**General Housekeeping Articles**

**ARTICLE 11.** To see if the Town will vote the following consent articles, or take any other action related thereto:

**A. Grant Program Authorization**

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

On request of the Town Manager

**B. Road Contracts**

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

On request of the Town Manager

**C. Town Report**

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

On request of the Town Manager

**D. Property Tax Exemptions**

To see if the Town will vote to accept the provisions of Section 4, Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 to allow an additional property tax exemption for Fiscal Year 2016 for those persons who qualify for property tax exemptions under Massachusetts General Laws Chapter 59, Section 5, or take any other action related thereto.

On request of the Board of Assessors

**E. Contracts in Excess of Three Years**

To see if the Town will vote in accordance with the provisions of Massachusetts General Laws Chapter 30B, Section 12(b), to authorize the Town Manager or the Superintendent of Schools to solicit and award contracts for terms exceeding three years but no greater than five years, including any renewal, extension or option, provided in each instance the longer term is

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

determined to be in the best interest of the Town by a vote of the Board of Selectmen or the School Committee, as appropriate, or take any other action related thereto.

On request of the Town Manager

**F. Accepting Easements**

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

On request of the Town Manager

**G. Rescinding of Bond Authorizations**

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

On request of the Finance Director

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

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

Finance Committee Report: Approval, except No Position on 11.C

Board of Selectmen Report: Approval

Article 11.G: Upon motion made and duly seconded it was VOTED to rescind the following unissued bond authorizations:

\$100,000 - Article 18, 2013 Annual Town Meeting – School Site Improvements

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

**Granting Easements**

**ARTICLE 12.** To see if the Town will vote to authorize the Board of Selectmen and the School Committee to grant easements for water, drainage, sewer and utility purposes or any public

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

purpose on terms and conditions the Board and the Committee deem in the best interests of the Town, or take any other action related thereto.

On request of the Town Manager

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

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

**Unpaid Bills**

**ARTICLE 13.** To see if the Town will vote to transfer from available funds a sum of money to pay unpaid bills for which obligation was incurred in prior fiscal years, or take any other action related thereto.

On request of the Town Accountant

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

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

**Chapter 90 Authorizations**

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

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to approve Article 14 as printed in the Warrant.

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

## ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015

### Jerry Silverman Fireworks

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

On request of the Town Manager

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

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

### Town Meeting Electronic Voting

**ARTICLE 16.** To see if the Town will vote to appropriate a sum of money not to exceed \$35,000 for the implementation of a system to enable electronic voting by individuals using wireless handheld mobile devices at future Town Meetings, beginning with the 2016 Annual Town Meeting, and to raise said sum by taxation, by transfer of available funds, by borrowing or by any combination of the foregoing, and to take any other action related thereto.

On petition of Trudie Hale and others

This article was the subject of lengthy discussion and debate lasting approximately one hour.

Main Motion: It was moved and duly seconded to appropriate and raise by taxation the amount of \$35,000 for the implementation of a system to enable electronic voting by individuals using wireless handheld mobile devices at future Town Meetings, beginning with the 2016 Annual Town Meeting.

It was moved and duly seconded to amend the Main Motion to read: “that the Town of Andover accept an offer from Options Technologies, Inc., of a turnkey voting pilot program for the 2016 Annual Town Meeting – including electronic registration of all voters – at zero cost to the Town of Andover – as a way to demonstrate to the Andover residents the benefits of electronic voting.”

After a standing count the Moderator declared the motion to amend the Main Motion passed by a vote of 149 in favor to 147 opposed.

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

The Moderator ruled out of order a motion to amend the Main Motion, as amended above, to add “for only one year as a pilot program in 2016.”

**VOTE: A simple majority vote required for passage, the Moderator declared the Amended Main Motion was DEFEATED on a standing count of 98 in favor to 170 opposed.**

Finance Committee Report: Approval

Board of Selectmen Report: Approval

**FY-2016 Revolving Accounts**

**ARTICLE 17.** To see if the Town will vote to authorize the following revolving funds for certain Town departments under Massachusetts General Laws, Chapter 44, Section 53E½ for the fiscal year beginning July 1, 2015, or take any other action related thereto:

<b>Revolving Fund</b>	<b>Authorized to Spend</b>	<b>Use of Fund</b>	<b>Revenue Source</b>	<b>FY-2016 Limit</b>
A. Community Development & Planning Department	Division Heads	Advertising legal hearing notice expenses for permit applications	Applicant Fees	\$20,000
B. Memorial Hall Library-Lost/Damaged Materials	MHL Director	Replacement of lost/damaged library materials	Restitution payments /charges to borrower or patron	\$20,000
C. Health Clinic	Public Health Director	Clinic supplies and other expenses	Clinic participant fees	\$45,000
D. Division of Community Services	Community Services Director	Trips, ticket sales and special programs and activities	Participant fees	\$625,000
E. Division of Youth Services	Youth Services Director	All programs and activities expenses, part-time help	Participant fees	\$400,000
F. Field Maintenance	Plant and Facilities Director	Field maintenance, upgrade and related expenses	Field rental fees	\$100,000

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

G. Division of Elder Services	Elder Services Director	Senior programs, classes and activities	Participant fees	\$225,000
H. Police Communications	Chief of Police	Maintenance and purchase of public safety radio and antennae equipment	Lease agreements for antenna users	\$50,000
I. School Photocopy Fees	School Dept.	Photocopy Center Costs	External Private Groups	\$10,000
J. Compost Program	Municipal Services – Plant & Facilities Director	Offset Compost Monitoring and Cleanup Expenses	Contractor permit fees, revenues from sale of compost	\$60,000
K. Solid Waste	Municipal Services – Public Works Director	Offset Trash & Recycling Costs	CRT, HHW & Trash fees	\$40,000
L. Stormwater Management	Planning Director	Consulting and environmental monitoring of Stormwater Management applications and permits	Applicant	\$5,000
M. Fire Rescue	Fire Chief	Training and Equipment	Service Fees	\$100,000
N. Health Services	Public Health Director	Health Dept. Inspections	Inspection Fees	\$75,000

On request of the Finance Director

It was moved and duly seconded that Article 17 A through N – Revolving Accounts, be approved as printed in the Warrant.

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

Finance Committee Report: Approval  
 Board of Selectmen Report: Approval

**At 10:42PM on Motion duly made and seconded, it was VOTED by a Majority vote to adjourn the meeting to May 5, 2015 at the same hour and place.**

## ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015

### ANNUAL TOWN MEETING - SECOND SESSION – May 5, 2015

The check lists were used at the entrance and Three Hundred and Sixty Seven (367) voters admitted to the meeting on the third night of the meeting.

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

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

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

The Moderator announced the voting sections of the Hall.

The Moderator introduced the stage participants to meeting members.

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

The Moderator outlined the Rules and Procedures of Town meeting to the Members and the use of Pro, Con and Point of Order microphones during the meeting.

#### Awards and Recognitions:

Former Selectman Brian P. Major was recognized for his many contributions to the community, including his eighteen years as an elected member of the Board of Selectmen. Selectman Paul J. Salafia made the presentation.

Former School Committee member David A. Birnbach was recognized by School Committee Chair Ann W. Gilbert for his four terms on the School Committee spanning four separate decades. Mr. Birnbach was not available to attend the meeting.

Former Punchard Free School Trustee Earl G. Efinger was recognized for his 38 years of service on the Punchard Free School Board of Trustees. Earl and his wife Margaret were congratulated on their 58<sup>th</sup> wedding anniversary which they celebrated on May 4<sup>th</sup>. Town Manager Reginald S. Stapczynski made the presentation.

Karen Van Welden Herman was the recipient of the Virginia Cole Community Service Award for forty years of service dedicated to the preservation of the heritage of the Town of Andover. Ms. Van Welden Herman was introduced by Moderator Sheila Doherty. The award was presented by Daniel H. Kowalski, Chair of the Board of Selectmen and Ann W. Gilbert, Chair of the School Committee.

## ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015

Council on Aging member Joseph T. Ponti reported on the Senior Citizen Service Needs Study authorized under Article 27 of the 2014 Annual Town Meeting. Mr. Ponti reported that a survey was sent to 4,000 senior citizens and that a number of focus groups were conducted. The study identified the need for affordable senior housing close to down town and for better transportation for seniors to promote independent living. The complete report will be posted on the Town web site.

The Moderator then took up the Warrant.

### Elderly/Disabled Transportation Program

**ARTICLE 18.** To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$12,000 for the purpose of continuing to provide for an elderly and disabled transportation subsidy program, or take any other action related thereto.

On request of the Council on Aging

Upon motion made and duly seconded it was VOTED to approve Article 18 as printed in the Warrant.

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

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

### Support for Civic Events

**ARTICLE 19.** To see if the Town will vote to appropriate and raise by taxation or transfer from available funds a sum not to exceed \$5,000 for the purpose of paying a portion of the municipal costs associated with civic events in the downtown, or take any other action related thereto.

On request of the Town Manager

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

A motion to amend the Main Motion to add the following language after the word “downtown” : “and for events supported by any and all 501 (c) (3) non-profit organizations who may seek to put on civic events in the town” was DEFEATED.

The Moderator then took up the original Main Motion.

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

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

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

**Spring Grove Cemetery Maintenance**

**ARTICLE 20.** To see if the Town will vote to transfer the sum of \$6,000 from the Spring Grove Cemetery Perpetual Care reserve account and appropriate the sum of \$6,000 for the purpose of cemetery maintenance including costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

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

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

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

**Free Cash to OPEB Trust Fund**

**ARTICLE 21.** To see if the Town will vote to transfer the sum of \$1,248,316 from Free Cash and appropriate to the Other Post Employment Benefits Trust Fund established under the provisions of Chapter 479 of the Acts of 2008, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to approve Article 21 as printed in the Warrant.

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

Finance Committee Report: Approval  
Board of Selectmen Report: Approval – the Board reconsidered its original vote of disapproval

ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015

following the vote on Article 8

Free Cash Ledge Road Landfill Stabilization Fund

**ARTICLE 22.** To see if the Town will vote to transfer the sum of \$1,000,000 from Free Cash and appropriate to the Ledge Road Landfill Stabilization Fund for the purpose of paying costs associated with the closing of the Ledge Road Landfill, or take any other action related thereto.

On request of the Finance Director

Main Motion: It was moved and duly seconded to approve Article 22 as printed in the Warrant.

A motion to amend the Main Motion to insert after the word “Fund” and before the words “for the” the words “...after the public has had the opportunity to review the updated options & costs and take a vote to approve the post closure uses ...” was DEFEATED

**Vote: A 2/3 vote being required for passage, the Moderator declared the Main Motion PASSED by more than a 2/3 vote.**

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Free Cash to the Bond Premium Stabilization Fund

**ARTICLE 23.** To see if the Town will vote to transfer the sum of \$768,000 from Free Cash and appropriate to the Bond Premium Stabilization Fund for the purpose of paying principal and interest on non-exempt outstanding debt, or take any other action related thereto.

On request of the Finance Director

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

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Stabilization Fund Bond Premium

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

**ARTICLE 24.** To see if the Town will vote to transfer the sum of \$ 200,000 from the Bond Premium Stabilization Fund to the General Fund to offset non-exempt debt interest payments, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to approve Article 24 as printed in the Warrant.

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

**High School Library/Media Center Renovations**

**ARTICLE 25.** To see if the Town will vote to appropriate \$1,950,000 for the purpose of paying costs of design services for the preparation of plans, specifications, working drawings, bid documents and construction associated with Library/Media renovations at the Andover High School located at 80 Shawsheen Road, and for the payment of all other costs incidental thereto; and that to meet this appropriation, authorize the Treasurer, with the approval of the Board of Selectmen, to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (3A) of the Massachusetts General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto.

On request of the School Committee

It was moved and duly seconded that the sum of \$1,950,000 is appropriated to pay costs of design services for the preparation of plans and specifications, working drawings, bid documents and construction associated with Library/Media renovations at Andover High School located at 80 Shawsheen Road, and for the payment of all other costs incidental and related thereto; that to meet this appropriation, (i) \$47,225.25 shall be transferred from amounts borrowed and no longer needed to complete the project approved by the Town under Article 27 of the 2008 Annual Town Meeting, (ii) \$77,858.12 shall be transferred from amounts borrowed and no longer needed to complete the project approved by the Town under Article 18 of the 2013 Annual Town Meeting, and (iii) the Treasurer, with the approval of the Selectmen, is authorized to borrow \$1,824,916.63 under and pursuant to Chapter 44, Section 7(3A) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

**VOTE: A 2/3 vote being required for passage, the Moderator declared after a Standing Count that the Motion was DEFEATED by a vote of 206 in favor to 112 opposed.**

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

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

**Andover High School Library/Media Center Renovations**

**ARTICLE 26.** To see if the town will vote to appropriate \$1,950,000 for the purpose of paying costs of design services for the preparation of plans, specifications, working drawings, bid documents (estimated at \$209,000) and construction (estimated at \$1,741,000) associated with Library/Media Center renovations at the Andover High School located at 80 Shawsheen Road, and for the payment of all other costs incidental and related thereto; and that to meet this appropriation, authorize the Treasurer, with the approval of the Board of Selectmen, to borrow said sum under and pursuant to Chapter 44, Section 7, Claus (3A) of the Massachusetts General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto.

On petition of Shannon Scully and others

The Moderator took up this article out of order during the first session of the Town Meeting on May 4<sup>th</sup> in that it is duplicative of Article 25; see the record above.

Upon motion made and duly seconded it was VOTED to Withdraw Article 26 from the Warrant.

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

**Zoning Amendment - Table of Use Regulations for Medical Center or Clinic**

**ARTICLE 27.** To see if the Town will amend APPENDIX A TABLE 1 Section 3.1.3 Table of Use Regulations by amending 9. Medical center or clinic from:

	Residential Districts				Business Districts				Industrial Districts			
	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2
9. Medical center or clinic	N	N	N	N	BA	BA	Y	Y	Y	N	N	Y

to read as follows:

	Residential Districts				Business Districts				Industrial Districts			
	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2
C. Business and Commercial Uses												
9. Medical center or clinic	N	N	N	N	Y	Y	Y	Y	Y	Y	N	Y

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

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

On request of the Director of Planning

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

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

Board of Selectmen Report: Approval  
Planning Board Report: Approval

**Relocation of Easement – 28 Foster Circle**

**ARTICLE 28.** To see if the Town will vote to authorize the Board of Selectmen to accept the grant of that certain easement, containing 3,343 square feet, more or less, on property now or formerly of Emily DeFusco Perkins, shown as “Proposed Drainage Easement” on Plan of Land entitled “Plan of Easement Relocation #28 Foster Circle, Andover, Mass.,” Prepared for Town of Andover, Date: January 8, 2015, Scale 1” = 20’, by Andover Consultants, Inc. which plan is on file with the Town Clerk’s Office on terms and conditions the Board of Selectmen deem in the best interest of the Town and to pay no monetary consideration therefore, and to authorize the Board of Selectmen, upon acceptance of said “Proposed Drainage Easement” by the Board of Selectmen, to abandon that portion of an existing 20’ wide drainage easement conveyed to the Town by instrument recorded at North Essex District Registry of Deeds in Book 866, Page 92 containing 3,393 square feet, more or less, on said property shown as “Existing 20’ Wide Drainage Easement To Be Abandoned (Bk. 866, Pg. 92)” one said Plan, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to approve Article 28 as printed in the Warrant.

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

Board of Selectmen Report: Approval

**Public Safety Communications Upgrades**

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**ARTICLE 29.** To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$150,000 for the purposes of providing public safety communications upgrades, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Fire Chief

Upon motion made and duly seconded it was VOTED to appropriate the sum of \$150,000 from Free Cash for the purposes of providing public safety communications upgrades, including any other costs incidental and related thereto.

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

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

**Highway Vehicles**

**ARTICLE 30.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$175,000 for the purpose of purchasing public works vehicles, including any other costs incidental and related thereto, or to take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to appropriate the sum of \$175,000 from Free Cash for the purpose of purchasing public works vehicles, including any other costs incidental and related thereto.

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

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

**Town and School Energy Initiatives**

**ARTICLE 31.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$337,000 for the purpose of paying the costs of various electrical, heating, ventilation and air conditioning replacements and upgrades to town and school facilities, including any other costs incidental and related thereto, or take any other action related thereto.

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On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to appropriate the sum of \$337,000 from Free Cash for the purpose of paying the costs of various electrical, heating, ventilation and air conditioning replacements and upgrades to town and school facilities, including any other costs incidental and related thereto.

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

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

**Zoning Bylaw Amendment – Assistant Living Residence**

**ARTICLE 32.** To see if the Town will vote to amend Article VIII, Section 7.4.3 (Assisted Living Residences — Dimensional Requirements and Design Standards) of the Zoning By-Law as follows:

In Section 7.4.3.2 by inserting “In MU and GB districts,” at the beginning of the first full sentence, by changing “3,000 square feet” to “1,500 square feet” in that sentence, and by adding a new sentence at the end of this section “In SRA and SRB districts, the maximum allowable density shall be 6,000 square feet of lot area per assisted living unit.” To read as follows:

Section 7.4.3.2 Density. In MU and GB districts, the maximum allowable density shall be 1,500 square feet of lot area per assisted living unit. In SRA and SRB districts, the maximum allowable density shall be 6,000 square feet of lot area per assisted living unit.

In Section 7.4.3.3 by inserting “In MU and GB districts,” at the beginning of the first full sentence and by adding a new sentence before the last sentence of this section “In SRA and SRB districts, any addition or new construction shall not exceed 25 feet in height as measured in accordance with the State Building Code or two stories.” To read as follows:

Section 7.4.3.3 Building Height. In MU and GB districts, any addition or new construction shall not exceed 35 feet in height as measured in accordance with the State Building Code or three stories. In SRA and SRB districts, any addition or new construction shall not exceed 25 feet in height as measured in accordance with the State Building Code or two stories. This does not preclude the reuse and renovation of existing structures which may exceed this height limit.

In Section 7.4.3.5 by adding “and 100 feet from existing ways and streets” at the end of the first sentence of this section. To read as follows:

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

Section 7.4.3.5 Building Setbacks. In the SRA and SRB Districts, buildings shall be set back a minimum of 50 feet from all property lines and 100 feet from existing ways and streets. In the MU District, the building setback will be 20 feet. Buildings in the GB District shall be setback as required in Section 4.1.4.2.b of this by-law.

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

On petition of Mark J. Bernardin and others

It was moved and duly seconded to approve Article 32 as printed in the Warrant.

**VOTE: A 2/3 vote being required for passage, the Moderator declared after a Standing Count that the Motion was DEFEATED by a vote of 114 in favor to 126 opposed.**

Planning Board Report:        Disapproval

**Zoning Bylaw Amendment – Long-term Care Facilities**

**ARTICLE 33.** To see if the Town will vote to amend Article VIII, Section 7.4.6 (Long-term Care Facilities Dimensional Requirements and Design Standards) of the Zoning By-Law by deleting Section 7.4.6 and replacing it with the following:

7.4.6 Long-term Care Facilities — Dimensional Requirements and Design Standards.

The Dimensional Requirements and Design Standards for assisted living residences found in Section 7.4.3 shall apply.

For purposes of interpreting this Section 7.4.6, where Section 7.4.3 uses the term "Assisted Living Unit," the term "Long-Term Care Unit" shall be substituted.

And further to amend Article VIII, Section 10.0 (Definitions) of the Zoning By-Law to add the following definition:

Long-Term Care Unit.    A room in a Long-Term Care Facility designed for and occupied by one or two elderly individuals as the living quarters of such individuals.

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

On petition of Mark J. Bernardin and others

Upon motion made and duly seconded it was VOTED to Withdraw Article 33 from the Warrant.

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

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

**Zoning Bylaw Amendment – Congregate Living Facility**

**ARTICLE 34.** To see if the Town will vote to amend Article VIII, Section 10.0 DEFINITIONS of the Zoning Bylaw by deleting the last grammatical sentence of the definition of CONGREGATE LIVING FACILITY and replacing it with the following:

“The facility shall not consist of separate dwelling units and each resident shall have an individual bedroom but shall share, with other residents of the facility, one or more of the following: kitchen facilities, dining facilities, and/or bathing facilities.”

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

On petition of Heather H. Lauten and others

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

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

Planning Board Report: Disapproval

**Shawsheen School**

**ARTICLE 35.** To see if the Town will vote to petition the Legislature for a Special Act authorizing the change of use of the Shawsheen School and the land conveyed in a 1923 deed from the American Woolen Company to the Town for said school, to be changed from school purposes to general municipal purposes, including but not limited to school and town administrative offices, under the care, custody and control of the Board of Selectmen, provided that the Legislature may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition, or take any other action related thereto.

On the request of the Town Manager

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

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

**VOTE: The Article calling for special legislation the Moderator took a standing count and declared the motion PASSED by a vote of 249 in favor to 5 opposed.**

Board of Selectmen Report: Approval

School Committee Report: Approval

**Office Space Feasibility Study – Shawsheen School**

**ARTICLE 36.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$130,000 for the purpose of paying the costs of an office space and reuse study for the Shawsheen School, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was voted to Withdraw Article 36 from the Warrant.

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

**Andover High School Track Replacement**

**ARTICLE 37.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$250,000 for the purpose of paying the costs of track replacement at the Andover High School, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to transfer \$148,766.85 from Free Cash and to transfer \$101,233.15 in unspent funds from Article 32 of the 2013 Annual Town Meeting for a total of \$250,000 and appropriate the sum of \$250,000 for the purpose of paying the costs of track replacement at the Andover High School, including any other costs incidental and related thereto.

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

School Committee Report: Approval

**Safety & Security Communications Upgrades**

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

**ARTICLE 38.** To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$600,000 for the purposes of paying the costs of safety and security communications upgrades in and connecting to school and municipal facilities, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Chief Information Officer

Upon motion made and duly seconded it was VOTED that the Town appropriates \$600,000 for the purpose of paying the costs of safety and security communications upgrades in and connecting to school and municipal facilities, including the payment of any other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7(9) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

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

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

**School Building Maintenance and Renovation**

**ARTICLE 39.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$455,000 for the purpose of paying the costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various school buildings and roofs, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriates \$455,000 for the purpose of paying the costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various school buildings and roofs, including the payment of any other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7(3A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

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

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

**School Site Improvements – West Elementary School**

**ARTICLE 40.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$319,000 for the purpose of paying for the design and engineering services for making school site safety, circulation, drainage and infrastructure improvements at the West Elementary School, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriates \$319,000 for the purpose of paying the costs of design and engineering services for making school site safety, circulation, drainage and infrastructure improvements at the West Elementary School, including the payment of any other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7(3A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

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

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

**At 10:07 PM on Motion duly made and seconded, it was VOTED by a Majority vote to adjourn the meeting to May 11, 2015 at the same hour and place.**

**ANNUAL TOWN MEETING - THIRD SESSION – May 11, 2015**

The check lists were used at the entrance and Five Hundred and Sixty Eight (568) voters admitted to the meeting on the third night of the meeting.

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

Upon motion made and duly seconded it was VOTED to admit non-voters to the meeting, some of whom may be speaking. Sixty One (61) non-voters were admitted during the third night of the meeting.

## ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015

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

The Moderator announced the voting sections of the Hall.

The Moderator introduced the stage participants to meeting members.

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

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

The Moderator reminded the members of the meeting about the time limit motion voted at the beginning of day one of the meeting.

The Moderator then took up the Warrant.

### Annual Computer Workstation & Laptop Replacement Program

**ARTICLE 41.** To see if the Town will vote to raise by taxation and transfer from available funds (Cable Franchise Fee account) the sum of \$402,393 for the purpose of leasing Town and School administrative and teacher computer workstations and laptops, including any costs incidental and related thereto, or take any other action related thereto.

On request of the Chief Information Officer

Upon motion made and duly seconded it was VOTED to transfer from the Cable Franchise Fee Account and appropriate the sum of \$291,033 and to raise by taxation and appropriate the sum of \$111,360 for the purpose of leasing Town and School administrative and teacher computer workstations and laptops, including any costs incidental and related thereto.

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

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

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

**Amend Dimensional Requirements in Industrial 2 Zoning District**

**ARTICLE 42.** To see if the Town will vote to amend Appendix A Table 2 Section 4.1.2 - Table of Dimensional Requirements by amending Maximum Height from 3 stories to 4 stories as follows:

APPENDIX A TABLE 2 Section 4.1.2 – Table of Dimensional Requirements

District	Minimum Lot Dimensions (e)		(f) Minimum Yard Depth			Maximum Height (g)		Maximum Coverage
	Area (square feet)	Frontage (feet)	Front (feet)	Side (feet)	Rear (feet)	Feet	Stories	Including Accessory Building (percent)
Industrial D 2 (j)	--	50	50	40	40	50	4	30 (b)

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

Upon motion made and duly seconded it was VOTED to approve Article 42 as printed in the Warrant.

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

Board of Selectmen Report: Approval  
 Planning Board Report: Approval

**Balmoral Dam Removal**

**ARTICLE 43.** To see if the Town will vote to authorize the Board of Selectmen to acquire by purchase, gift or eminent domain for the purpose of removing the Existing Balmoral Dam, on terms and conditions deemed by the Board of Selectmen to be in the best interests of the Town the property located at Balmoral Street and Haverhill Street known as the Existing Balmoral Dam, as shown on a plan entitled “Proposed Easement and Taking Plan of Land in Andover, MA, Date: January 19, 2012,” drawn by A.C. Nelson Cartography, Burlington, Massachusetts 01803-0139, on file with the Town Clerk’s Office, which property is more particular described as follows:

Property shown on said plan as “Existing Balmoral Dam, Owned by Milliken & Company, Taking Area 921.6 square feet,” and to pay no damages for said property,

and to petition the Legislature for a Special Act authorizing the town to take said Dam by eminent domain as may be required by Massachusetts General Laws Chapter 79, Section 5A,

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provided that the Legislature may reasonably vary the form and substance of the requested legislation within the general public objectives of the petition, or take any other action related thereto.

On the request of the Conservation Commission

Upon motion made and duly seconded it was VOTED to Withdraw Article 43 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote**

**Minor Storm Drain Improvements**

**ARTICLE 44.** To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$300,000 for the purpose of paying the costs of minor storm drain improvements, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriates \$300,000 for the purpose of paying the costs of minor storm drain improvements, including the payment of any other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7(1) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

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

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

**Sidewalk Construction – Woburn Street**

**ARTICLE 45.** To see if the Town will vote to appropriate the sum of \$113,000 for the purpose of constructing a sidewalk on Woburn Street, and obtaining necessary easements including any other costs incidental and related thereto, and to authorize the Board of Selectmen to acquire any necessary easements by gift, purchase or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen be authorized to borrow under and pursuant to Chapter 44, Section 7, Clause (6) of the General Laws or any other enabling authority, and to issue bonds or notes of the Town, or take any other action related thereto.

On request of the Director of Municipal Services

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Upon motion made and duly seconded it was VOTED that the Town appropriates \$113,000 for the purpose of paying the costs of designing and constructing a sidewalk on Woburn Street, and obtaining necessary easements, including the payment of any other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7(6) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

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

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

**Town Building and Facility Maintenance**

**ARTICLE 46.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$1,200,000 for the purpose of paying the costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various town buildings and facilities, including any other costs incidental and related thereto, or to take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriates \$1,200,000 for the purpose of paying the costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various town buildings and facilities, including the payment of any other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7(3A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

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

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

**Zoning Bylaw Amendment – Rezone Land off Fleming Ave**

**ARTICLE 47.** To see if the Town will vote to amend the Andover Zoning Bylaw pursuant to section 2.1 (District Boundaries) and 2.3.1 (Map Amendments) and make the appropriate

## ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015

changes to the Zoning Map of the Town of Andover to rezone to Single Residence A (SRA) from Industrial D (ID) that parcel of land located off of Fleming Avenue, (known by the Assessor's Office as 0 Fleming Avenue) being more particularly shown as Lot B on a Plan of Land entitled "Subdivision & Acceptance Plan Raytheon Park, Raytheon Mfg. Co." prepared by Stowers Associates, Registered Land Surveyors, Methuen Ma, dated December, 1963" which plan is recorded at the Essex North District Registry of Deeds as Plan 4975 and a copy of which is on file with the office of the Town Clerk or take any other action related thereto. Said parcel of land being a portion of Lot 4A on the Town of Andover Assessor Map 35 and it is the intent of this article that the entirety of Lot 4A on Andover Assessor Map 35 would be zoned SRA.

On petition of Mark B. Johnson and others

Upon motion made and duly seconded it was VOTED to approve Article 47 as printed in the warrant and further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws.

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

Board of Selectmen Report: Approval  
Planning Board Report: Approval

### Deyermund Park Ball Field Lighting

**ARTICLE 48.** To see if the Town will vote to appropriate the sum of \$200,000, for the purpose of paying costs of adding outdoor lighting to two of the three youth baseball fields located at Deyermund Park on Blanchard Street, including all other costs incidental and related thereto, and to raise said sum by taxation, by transfer from available funds, by borrowing or by any combination of the foregoing, or take any action related thereto.

On petition of Jesse Ritter and others

Upon motion made and duly seconded it was VOTED to Withdraw Article 48 from the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote**

### Establish Historic Mill District

**ARTICLE 49.** To see if the Town will vote to amend Article VIII, Section 2.2. Overlay Districts of the Zoning Bylaw by adding at the end of Section 2.2, Historic Mill District and amend the Town of Andover Zoning Map, to establish an Historic Mill District as shown on a plan titled "Historic Mill District", dated, January 26, 2015, as prepared by the Town of

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Andover, which plans are on file in the office of the Town Clerk and which are hereby made part of the Town Zoning Map.



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

On the request of the Planning Board and Economic Development Council

Upon motion made and duly seconded it was VOTED to approve Article 49 as printed in the Warrant.

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

Board of Selectmen Report: Approval  
Planning Board Report: Approval  
Conservation Commission Report: Approval

**Zoning Bylaw Amendment – Historic Mill District (HMD)**

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**ARTICLE 50.** To see if the Town will vote to amend the Zoning Bylaw by adding the following new Section 8.7 Historic Mill District (HMD).

### **SECTION 8.7: HISTORIC MILL DISTRICT (HMD)**

#### **8.7.1 Purpose.**

It is the purpose of this Section to establish the Historic Mill District (HMD), to encourage smart growth, and to foster a range of housing opportunities within mixed-use development projects, to be proposed in a distinctive and attractive site development program that promotes compact design, preservation of open space, and a variety of transportation options, including enhanced pedestrian access to employment and nearby transportation systems. Other objectives of this Section are to:

1. Promote the public health, safety, and welfare by encouraging diverse housing opportunities in accordance with the Town's Master Plan.
2. Promote mixed use and economic development that is safe, pedestrian friendly, near rail transit and near the Town's civic and commercial center, while reducing the need for automobile travel
3. Encourage the preservation of open spaces and protection of the Shawsheen River
4. Encourage adaptive reuse of abandoned, vacant or underutilized mill buildings
5. Provide a mechanism by which residential development can directly increase the housing supply and diversity, including but not limited to, young professionals and seniors, who want to live near their workplace and/or near retail and other non-residential uses;
6. Establish requirements, standards, and guidelines, and ensure predictable, fair and cost-effective development review and permitting.
7. Establish development standards to allow context-sensitive design and creative site planning.
8. Encourage consolidation of small parcels into viable, block-size mixed use development in designated areas;

#### **8.7.2 Definitions.**

For purposes of this Section, the following definitions shall apply:

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*Design Guidelines:* Guidelines adopted to preserve and augment the architectural qualities, historic character and pedestrian scale of, and which are applicable to, all Development Projects herein.

*Development Project:* A Development Project is a project having any of the following characteristics:

- a. A proposal to increase the gross floor area of an existing building by more than 2,000 square feet.
- b. A proposal to construct a building or buildings in excess of 10,000 square feet.
- c. A proposal to alter, renovates, reconstruct or redevelop more than 40% of the gross floor area of an existing building.

*Dwelling Unit:* One (1) or more rooms with cooking, living, sanitary and sleeping facilities arranged for the use of one (1) or more persons living together as a single housekeeping unit.

*Mixed Use:* Any structure containing two or more of the Permitted Uses as set forth in Section 8.7.

*Multifamily Dwelling:* Dwelling containing two or more dwelling units.

*Special Permit Granting Authority:* For purposes of reviewing Development Project applications and issuing decisions on Development Projects within the HMD, the Special Permit Granting Authority shall be the Planning Board.

*Structured Parking Facilities:* A structure or structures constructed to provide off street parking for automobiles, in connection with the construction of a Development Project. This may include parking under a building.

### **8.7.3 Overlay District.**

The HMD is an overlay district that is superimposed over the underlying zoning district(s), as shown on the Official Zoning Map on file in the Office of the Town Clerk.

1. *Underlying Zoning.* The HMD is an overlay district superimposed on all underlying zoning districts. The Zoning By-law governing the underlying zoning district(s) shall remain in full force and effect, except for Projects undergoing development pursuant to Section 8.7. Within the boundaries of the HMD a developer may elect to develop a project in accordance with the HMD, or to develop a project in accordance with the requirements of the regulations for use, dimension and all other provisions of the Zoning By-law governing the underlying zoning district(s).

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2. *Applicability of HMD.* An Applicant for a Project proposed within the HMD must seek a Special Permit in accordance with the requirements of this section. When a building permit is issued for any Project approved in accordance with this section 8.7., the provisions of the underlying district(s) shall no longer be applicable to the land shown on the site plan which was submitted pursuant to this By-law.

**8.7.4 Housing and Affordability.**

1. No application within the HMD which contains residential use shall be approved unless at least 15% of the total dwelling units proposed are devoted to affordable housing, or such greater percentage as may be required by state or federal subsidy programs; provided however, that such applications requesting three or fewer dwelling units are exempt from this requirement. “Affordable housing” shall be defined as any housing subsidized by the federal or state government under any program to assist the construction of affordable housing as defined in the applicable federal or state statute, whether built or operated by any public agency or any nonprofit or limited dividend organization. The calculation of affordable units shall be rounded to the next whole number for units equal to 0.5 or greater.
2. The applicant may, with the permission of the Planning Board, in lieu of one or more affordable unit(s) contributes to the Town of Andover Municipal Affordable Housing Trust Fund, a cash contribution determined by the Planning Board in consultation with the Housing Trust Fund Board of Trustees, and is to be used for the benefit of households in Andover.

**8.7.5 Permitted Uses.**

1. *Permitted Uses.* The following uses either standalone or in combination, are allowed in the HMD. All other uses are prohibited:

Multifamily dwellings;

Municipal Facilities;

Structured Parking Facilities;

Non-residential uses, in accordance with the following “Table of Non-residential Uses”, but only by issuance of a Special Permit by the Planning Board under this bylaw.

Use
<u>Institutional Uses</u>

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1. Religious or educational uses exempt from zoning prohibition by G.L.c.40A,s.3
2. Child care facility
<u>Business and Commercial Uses</u>
1. Private club not conducted for profit
2. Personal service establishment
3. Banking establishment
4. Retail sales establishment
5. Convenience store
6. Educational use
7. Medical center or clinic
8. Self-service laundry or dry-cleaning operation
9. Restaurants
a. Restaurant, sit down
b. Restaurant, fast food
10. Shop for custom work involving the manufacture of articles to be sold on the premises
11. Indoor commercial recreation establishment
12. Business, professional or administrative office
13. Motel or hotel (see Section 4.1.5.1 of the Zoning By-Law)
14. Commercial parking lot or garage
15. Open Space
16. Major non-residential project (see Sections 9.4 and 10.0 of the Zoning By-Law)

Non-residential use of any building, structure or land within the HMD is prohibited except as permitted above.

2. *Accessory Uses.* Uses which are subordinate to, clearly incidental to, customary in connection with, and located in the same structure as a Permitted Use and which do not, in effect, constitute conversion of the Permitted Use to a use not otherwise permitted in the HMD shall be permitted.

**8.7.6 Density.**

1. *Residential:* The minimum requirement for a residential use in the HMD is three thousand square feet of lot area per dwelling unit. The Planning Board may, in its discretion, according to the characteristics of any particular lot, allow less than the 3,000 square feet of lot area per dwelling unit, with an upper limit of forty (40) units per acre.
2. *Retail Sales:* No single Retail Sales Establishment as described in Section 8.7.5.1. shall exceed 25,000 SF of gross floor area in the HMD. A single establishment shall be defined as having independent access, egress and exit ways as required by State Building Code.

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3. *Integration of Uses:* The Special Permit Granting Authority may require the integration of residential and non-residential uses in a Mixed Use structure as a condition of Approval.
4. *Multiple Buildings:* In the HMD, more than one building may be erected on a single lot.

**8.7.7 Dimensional Regulations.**

1. *First Floor.* Buildings with a commercial use on the first floor shall be located directly behind the front sidewalk (0-foot maximum setback) on any street. However, regardless of the width of the existing sidewalk, a minimum of 8 feet shall be required from the curb line to the front of the building.
2. *Building Height.* The maximum allowed heights of all buildings in the district shall be as follows:

Building heights shall conform to and be measured according to the following standards:

- a. When adjacent to or up to ninety (90) feet from the property line on North Main Street, the heights of all buildings shall be no more than thirty-five (35') feet above the adjacent public street.
- b. When more than ninety (90) feet from the property line on North Main Street, and otherwise not restricted by this section, the heights of all buildings in the district shall be no more than sixty-five (65) feet.
- c. When adjacent to or up to fifteen (15) feet from the property line on Essex Street and/or Pearson Street, the heights of all buildings in the district shall be no more than thirty-five (35) feet if otherwise not restricted by this section.
- d. From fifteen (15) feet to fifty (50) feet from the property line on Essex Street and/or Pearson Street, the maximum heights of all buildings in the district shall be fifty (50) feet. After fifty (50) feet, and if otherwise not restricted by this section, the maximum allowed height shall be sixty-five (65) feet.
- e. When the property frontage is on the east side of Railroad Street, the heights of all buildings within fifty (50) feet of Railroad Street shall be no more than fifty (50) feet. After fifty (50) feet, and if otherwise not restricted by this section, the maximum allowed height shall be sixty-five (65) feet.
- f. When adjacent to or up to fifty (50) feet from the property line on Red Spring Road, the heights of all buildings shall be no more than thirty-five (35') feet.

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- g. For all other buildings within the district, not otherwise restricted by this section, the maximum height shall be fifty (50) feet.
  - h. The maximum building heights specified by this section shall not apply to any pedestrian walkways over the MBTA railroad tracks.
  - i. When a building façade extends more than one hundred (100) feet across a grade equal to or greater than ten (10) feet in elevation differential, the maximum height of the building shall be determined from the average grade across each one hundred (100) foot increment.
- 3. *Building Coverage.* The maximum building coverage in the HMD shall be 75% of the lot covered by the footprint area of a building or buildings.
  - 4. *Parcel Size.* The minimum parcel size required for a Development Project shall be one-half (0.5) acre.

### **8.7.8 Design Objectives**

Each project within the HMD shall:

- 1. Provide a positive economic benefit to Andover (including, but not limited to, fiscal impact, town services, and employment), is in harmony with the general purpose and intent of the Master Plan and is not unreasonably detrimental to the overall General Business Districts, specifically Downtown Andover.
- 2. Blend the scale of residential, business and commercial structures into the site design;
- 3. Provide safe vehicular and pedestrian ways, and minimize traffic impacts;
- 4. Preserve natural features, wetlands, scenic vistas and open spaces when possible;
- 5. Minimize the visual impact of parking areas;
- 6. Assure safe interior circulation within its site by separating pedestrian, bike, and vehicular traffic.
- 7. Include existing and future pedestrian pathways within 100' feet of the Shawsheen River for public use and enjoyment if the Project includes frontage along the Shawsheen River. Said pedestrian pathway shall be publicly accessible via a public access easement or conveyance to the Town of Andover. The easement width for these pathways shall be not less than ten feet (10'), unless otherwise approved by the Planning Board.

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8. Have appropriate signage to identify places, provide direction, and advertise businesses. Along with communicating information, signage should add to the character of each project and reinforce a sense of place:
  - a. Signs shall consist of high quality materials and color palettes that reflect the architectural themes of the surrounding area,
  - b. Location and placement of signs should not obstruct pedestrian or vehicular movement.
9. Incorporate energy efficient and environmentally sensitive principles;
10. Incorporate pedestrian amenities, accessory uses and community benefits into the overall design in a harmonious way;
11. Incorporate low-impact development (LID) design techniques or Stormwater Best Management Practices (such as, but not limited to, pervious paving, landscape swales, vegetative filters or rain gardens, and landscape infiltration facilities) to lessen the environmental impact of development along the Shawsheen River.

### **8.7.9 Design Guidelines and Review.**

1. In order to preserve and augment the HMD's architectural qualities, historic character and pedestrian scale, the Planning Board is authorized to adopt Design Guidelines which are not inconsistent with this By-law.
2. The Design Review Board shall review all Development Projects pursuant to Section 8.7.

### **8.7.10 Off-Street Parking and Loading Areas**

1. *Structured Parking.* Parking within the HMD shall be accommodated within Structured Parking Facilities and under buildings to the maximum extent possible. On-street parking may be provided on private streets within the development project in front of and adjacent to retail stores.
2. *Off-Street Parking.* For any structure that is constructed, enlarged, or extended, or has a change-of-use which affects the computation of parking spaces, or if any existing use is changed, then parking spaces shall meet the following requirements:
  - a. Residential uses require a minimum of 1.0 space per dwelling unit.
  - b. Non-residential uses require a minimum of 2 spaces per 1,000 sq. ft. of gross floor area.

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3. Shared Parking Facilities: The Planning Board may allow for shared parking facilities within the HMD for different buildings or uses subject to the following provisions:
  - a. Up to 50% of the parking spaces serving a building may be used jointly for other uses not normally open, used or operated during similar hours. The applicant must demonstrate to the Planning Board that the peak demand and principal operating hours for each use are suitable for a common parking facility.
  - b. A written agreement defining the joint use acceptable to the Planning Board of the common parking facility shall be executed by all parties concerned and approved by the Planning Board as part of the special permit process. Such agreement shall be recorded at the Registry of Deeds.
4. *Computation of Spaces.* When the computation of required parking spaces results in the requirement of fractional space, any fraction more than one-half (1/2) shall require one (1) space.
4. Loading Areas. Loading areas shall be designed in accordance with Section 5.1.5.5. of this By-law.

### **8.7.11 Procedure**

A Development Project under the provisions of this HMD section is only allowed by Special Permit. All applications for a Special Permit to gain approval under this section shall be submitted to the Planning Board pursuant to the submission requirements and procedures contained in this By-law.

1. *Pre-Application.* Prior to the submittal of a special permit application, a “Concept Plan” shall be submitted to help guide the development of the site plan process for the proposed project build-out and individual elements thereof. Such Concept Plan should reflect the following:

- a. Overall building footprint;
- b. Areas which shall remain undeveloped;
- c. General site improvements, groupings of buildings, and proposed land uses.

The Concept Plan is intended to be used as a tool for both the applicant and the Planning Board to ensure that the proposed project design will be consistent with the requirements of the HMD.

2. *Application.* An application for a special permit shall be submitted to the Andover Planning Board pursuant to the submission requirements, and procedures contained in Section 9.4. and Section 9.5.3. of the zoning bylaw.

3. *Additional Submittals:*

a. *Waivers.* At the request of the applicant in a narrative form, the Planning Board may waive certain dimensional, design and other requirements as stated herein (unless expressly prohibited), in the interests of design flexibility and overall project quality if it finds that the project is

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consistent with the overall purpose and objectives of the HMD, or if it finds that such waiver will allow the project to achieve a high quality design incorporating a desired mix of open space, affordability, a mix of uses, and/or physical character.

b. A transportation plan, consisting of the following information:

- (i) A plan showing the proposed parking, loading, traffic and pedestrian circulation within the site; access and egress points; and other features related to traffic generated by the proposed use.
- (ii) A traffic study, prepared by a qualified traffic engineer, detailing the expected traffic impacts. The required traffic study shall substantially conform to the Institute of Transportation Engineers’ “Traffic Access and Impact Studies for Site Development: A Recommended Practice,” latest edition. In addition, the applicant shall submit a Transportation Demand Management (TDM) plan tailored to the specific uses and the geographic location of the site.
- (iii) Proposed mitigation measures, if any, including vehicle trip reduction from the Project.
- (iv) The traffic study shall address pedestrian, vehicular and rail circulation at the Essex Street/Pearson Street Intersection.

**8.7.12 Severability.**

If any provision of this Section 8.7 is found to be invalid by a court of competent jurisdiction, the remainder of Section 8.7 shall remain in full force and effect. The invalidity of any provision of this Section 8.7 shall not affect the validity of the remainder of the Town of Andover’s Zoning By-Law.

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

On the request of the Planning Board and Economic Development Council

Upon motion made and duly seconded it was VOTED to approve Article 50 as printed in the Warrant.

**VOTE: A 2/3 vote being required for passage, the Moderator declared after a Standing Count that the Motion PASSED by a vote of 389 in favor to 115 opposed**

Board of Selectmen Report: Approval  
Planning Board Report: Approval  
Conservation Commission Report: Approval

**Zoning Bylaw Amendment – Historic Mill District**

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**ARTICLE 51.** To see if the Town will amend Article VIII, Section 2.2. Overlay Districts of the Zoning Bylaw by adding at the end of Section 2.2, Historic Mill District and amend the Town of Andover Zoning Map, to establish an Historic Mill District as shown on a plan titled “Historic Mill District”, dated January 26, 2015, which plans are on file in the office of the Town Clerk and which are hereby made part of the Town Zoning Map.

To see if the Town will vote to amend the Zoning Bylaw by adding the following new section 8.7 Historic Mill District (HMD).

**SECTION 8.7: HISTORIC MILL DISTRICT (HMD)**

**8.7.1 Purpose.**

It is the purpose of this Section to establish the Historic Mill District (HMD), to encourage smart growth, and to foster a range of housing opportunities within mixed-use development projects, to be proposed in a distinctive and attractive site development program that promotes compact design, preservation of open space, and a variety of transportation options, including enhanced pedestrian access to employment and nearby transportation systems. Other objectives of this Section are to:

9. Promote the public health, safety, and welfare by encouraging diverse housing opportunities in accordance with the Town’s Master Plan.
10. Promote mixed use and economic development that is safe, pedestrian friendly, near rail transit and near the Town’s civic and commercial center, while reducing the need for automobile travel
11. Encourage the preservation of open spaces and protection of the Shawsheen River
12. Encourage adaptive reuse of abandoned, vacant or underutilized mill buildings
13. Provide a mechanism by which residential development can directly increase the housing supply and diversity, including but not limited to, young professionals and seniors, who want to live near their workplace and/or near retail and other non-residential uses;
14. Establish requirements, standards, and guidelines, and ensure predictable, fair and cost-effective development review and permitting.
15. Establish development standards to allow context-sensitive design and creative site planning.
16. Encourage consolidation of small parcels into viable, block-size mixed use development in designated areas;

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**8.7.2 Definitions.**

For purposes of this Section, the following definitions shall apply:

*Design Guidelines:* Guidelines adopted to preserve and augment the architectural qualities, historic character and pedestrian scale of, and which are applicable to, all Development Projects herein.

*Development Project:* A Development Project is a project having any of the following characteristics:

- a. A proposal to increase the gross floor area of an existing building by more than 2,000 square feet.
- b. A proposal to construct a building or buildings in excess of 10,000 square feet.
- c. A proposal to alter, renovate, reconstruct or redevelop more than 40% of the gross floor area of an existing building.

*Dwelling Unit:* One (1) or more rooms with cooking, living, sanitary and sleeping facilities arranged for the use of one (1) or more persons living together as a single housekeeping unit.

*Mixed Use:* Any structure containing two or more of the Permitted Uses as set forth in Section 8.7.

*Multifamily Dwelling:* Dwelling containing two or more dwelling units.

*Special Permit Granting Authority:* For purposes of reviewing Development Project applications and issuing decisions on Development Projects within the HMD, the Special Permit Granting Authority shall be the Planning Board.

*Structured Parking Facilities:* A structure or structures constructed to provide off street parking for automobiles, in connection with the construction of a Development Project. This may include parking under a building.

**8.7.3 Overlay District.**

The HMD is an overlay district that is superimposed over the underlying zoning district(s), as shown on the Official Zoning Map on file in the Office of the Town Clerk.

1. *Underlying Zoning.* The HMD is an overlay district superimposed on all underlying zoning districts. The Zoning By-law governing the underlying zoning district(s) shall

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remain in full force and effect, except for Projects undergoing development pursuant to Section 8.7. Within the boundaries of the HMD a developer may elect to develop a project in accordance with the HMD, or to develop a project in accordance with the requirements of the regulations for use, dimension and all other provisions of the Zoning By-law governing the underlying zoning district(s).

2. *Applicability of HMD.* An Applicant for a Project proposed within the HMD must seek a Special Permit in accordance with the requirements of this section. When a building permit is issued for any Project approved in accordance with this section 8.7., the provisions of the underlying district(s) shall no longer be applicable to the land shown on the site plan which was submitted pursuant to this By-law.

**8.7.4 Housing and Affordability.**

1. No application within the HMD which contains residential use shall be approved unless at least 15% of the total dwelling units proposed are devoted to affordable housing, or such greater percentage as may be required by state or federal subsidy programs; provided however, that such applications requesting three or fewer dwelling units are exempt from this requirement. “Affordable housing” shall be defined as any housing subsidized by the federal or state government under any program to assist the construction of affordable housing as defined in the applicable federal or state statute, whether built or operated by any public agency or any nonprofit or limited dividend organization. The calculation of affordable units shall be rounded to the next whole number for units equal to 0.5 or greater.
2. The applicant may, with the permission of the Planning Board, in lieu of one or more affordable unit(s), contribute to the Town of Andover Municipal Affordable Housing Trust Fund, a cash contribution determined by the Planning Board in consultation with the Housing Trust Fund Board of Trustees, and is to be used for the benefit of households in Andover.

**8.7.5 Permitted Uses.**

1. *Permitted Uses.* The following uses, either standalone or in combination, are allowed in the HMD. All other uses are prohibited:

Multifamily dwellings;

Municipal Facilities;

Structured Parking Facilities;

Non-residential uses, in accordance with the following “Table of Non-residential Uses”, but only by issuance of a Special Permit by the Planning Board under this bylaw.

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<b>Use</b>
<b><u>Institutional Uses</u></b>
1. Religious or educational uses exempt from zoning prohibition by G.L.c.40A,s.3
2. Child care facility
<b><u>Business and Commercial Uses</u></b>
1. Private club not conducted for profit
2. Personal service establishment
3. Banking establishment
4. Retail sales establishment
5. Convenience store
6. Educational use
7. Medical center or clinic
8. Self-service laundry or dry-cleaning operation
9. Restaurants
a. Restaurant, sit down
b. Restaurant, fast food
10. Shop for custom work involving the manufacture of articles to be sold on the premises
11. Indoor commercial recreation establishment
12. Business, professional or administrative office
13. Motel or hotel (see Section 4.1.5.1 of the Zoning By-Law)
14. Commercial parking lot or garage
15. Open Space
16. Major non-residential project (see Sections 9.4 and 10.0 of the Zoning By-Law)

Non-residential use of any building, structure or land within the HMD is prohibited except as permitted above.

2. *Accessory Uses.* Uses which are subordinate to, clearly incidental to, customary in connection with, and located in the same structure as a Permitted Use and which do not, in effect, constitute conversion of the Permitted Use to a use not otherwise permitted in the HMD shall be permitted.

**8.7.6 Density.**

1. *Residential:* The minimum requirement for a residential use in the HMD is three thousand square feet of lot area per dwelling unit. The Planning Board may, in its discretion, according to the characteristics of any particular lot, allow less than the 3,000 square feet of lot area per dwelling unit, with an upper limit of forty (40) units per acre.

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2. **Retail Sales:** No single Retail Sales Establishment as described in Section 8.7.5.1. shall exceed 25,000 SF of gross floor area in the HMD. A single establishment shall be defined as having independent access, egress and exit ways as required by State Building Code.
3. **Integration of Uses:** The Special Permit Granting Authority may require the integration of residential and non-residential uses in a Mixed Use structure as a condition of Approval.
4. **Multiple Buildings:** In the HMD, more than one building may be erected on a single lot.

**8.7.7 Dimensional Regulations.**

1. **First Floor.** Buildings with a commercial use on the first floor shall be located directly behind the front sidewalk (0-foot maximum setback) on any street. However, regardless of the width of the existing sidewalk, a minimum of 8 feet shall be required from the curb line to the front of the building.
2. **Building Height.** The maximum allowed heights of all buildings in the district shall be as follows:

Building heights shall conform to and be measured according to the following standards:

- a. When adjacent to or up to ninety (90) feet from the property line on North Main Street, the heights of all buildings shall be no more than thirty-five (35) feet above the adjacent public street.
- b. When more than ninety (90) feet from the property line on North Main Street, and otherwise not restricted by this section, the heights of all buildings in the district shall be no more than sixty-five (65) feet.
- c. When adjacent to or up to fifteen (15) feet from the property line on Essex Street and/or Pearson Street, the heights of all buildings in the district shall be no more than thirty-five (35) feet if otherwise not restricted by this section.
- d. From fifteen (15) feet to fifty (50) feet from the property line on Essex Street and/or Pearson Street, the maximum heights of all buildings in the district shall be fifty (50) feet. After fifty (50) feet, and if otherwise not restricted by this section, the maximum allowed height shall be sixty-five (65) feet.
- e. When the property frontage is on the east side of Railroad Street, the heights of all buildings within fifty (50) feet of Railroad Street shall be no more than fifty (50) feet. After fifty (50) feet, and if otherwise not restricted by this section, the maximum allowed height shall be sixty-five (65) feet.

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- f. When adjacent to or up to fifty (50'feet) from the property line on Red Spring Road, the heights of all buildings shall be no more than thirty-five (35') feet.
  - g. For all other buildings within the district, not otherwise restricted by this section, the maximum height shall be fifty (50) feet.
  - h. The maximum building heights specified by this section shall not apply to any pedestrian walkways over the MBTA railroad tracks.
  - i. When a building façade extends more than one hundred (100) feet across a grade equal to or greater than ten (10) feet in elevation differential, the maximum height of the building shall be determined from the average grade across each one hundred (100) foot increment.
3. *Building Coverage.* The maximum building coverage in the HMD shall be 75% of the lot covered by the footprint area of a building or buildings.
4. *Parcel Size.* The minimum parcel size required for a Development Project shall be one-half (0.5) acre.

**8.7.8 Design Objectives**

Each project within the HMD shall:

- 12. Provide a positive economic benefit to Andover (including, but not limited to, fiscal impact, Town services, and employment), is in harmony with the general purpose and intent of the Master Plan and is not unreasonably detrimental to the overall General Business Districts, specifically Downtown Andover.
- 13. Blend the scale of residential, business and commercial structures into the site design;
- 14. Provide safe vehicular and pedestrian ways, and minimize traffic impacts;
- 15. Preserve natural features, wetlands, scenic vistas and open spaces when possible;
- 16. Minimize the visual impact of parking areas;
- 17. Assure safe interior circulation within its site by separating pedestrian, bike, and vehicular traffic.
- 18. Include existing and future pedestrian pathways within 100'feet of the Shawsheen River for public use and enjoyment if the Project includes frontage along the Shawsheen River. Said pedestrian pathway shall be publicly accessible via a public access easement or conveyance

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to the Town of Andover. The easement width for these pathways shall be not less than ten feet (10'), unless otherwise approved by the Planning Board.

19. Have appropriate signage to identify places, provide direction, and advertise businesses. Along with communicating information, signage should add to the character of each project and reinforce a sense of place:

a. Signs shall consist of high quality materials and color palettes that reflect the architectural themes of the surrounding area,

b. Location and placement of signs should not obstruct pedestrian or vehicular movement.

20. Incorporate energy efficient and environmentally sensitive principles;

21. Incorporate pedestrian amenities, accessory uses and community benefits into the overall design in a harmonious way;

22. Incorporate low-impact development (LID) design techniques or Storm water Best Management Practices (such as, but not limited to, pervious paving, landscape swales, vegetative filters or rain gardens, and landscape infiltration facilities) to lessen the environmental impact of development along the Shawsheen River.

### **8.7.9 Design Guidelines and Review.**

1. In order to preserve and augment the HMD's architectural qualities, historic character and pedestrian scale, the Planning Board is authorized to adopt Design Guidelines which are not inconsistent with this By-law.
2. The Design Review Board shall review all Development Projects pursuant to Section 8.7.

### **8.7.10 Off-Street Parking and Loading Areas**

1. *Structured Parking.* Parking within the HMD shall be accommodated within Structured Parking Facilities and under buildings to the maximum extent possible. On-street parking may be provided on private streets within the development project in front of and adjacent to retail stores.
2. *Off-Street Parking.* For any structure that is constructed, enlarged, or extended, or has a change-of-use which affects the computation of parking spaces, or if any existing use is changed, then parking spaces shall meet the following requirements:
  - a. Residential uses require a minimum of 1.0 space per dwelling unit.

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- b. Non-residential uses require a minimum of 2 spaces per 1,000 sq. ft. of gross floor area.
3. Shared Parking Facilities: The Planning Board may allow for shared parking facilities within the HMD for different buildings or uses subject to the following provisions:
- a. Up to 50% of the parking spaces serving a building may be used jointly for other uses not normally open, used or operated during similar hours. The applicant must demonstrate to the Planning Board that the peak demand and principal operating hours for each use are suitable for a common parking facility.
  - b. A written agreement defining the joint use acceptable to the Planning Board of the common parking facility shall be executed by all parties concerned and approved by the Planning Board as part of the special permit process. Such agreement shall be recorded at the Registry of Deeds.
4. *Computation of Spaces.* When the computation of required parking spaces results in the requirement of fractional space, any fraction more than one-half (1/2) shall require one (1) space.
5. Loading Areas. Loading areas shall be designed in accordance with Section 5.1.5.5. of this By-law.

**8.7.11 Procedure**

A Development Project under the provisions of this HMD section is only allowed by Special Permit. All applications for a Special Permit to gain approval under this section shall be submitted to the Planning Board pursuant to the submission requirements and procedures contained in this By-law.

4. *Pre-Application.* Prior to the submittal of a special permit application, a “Concept Plan” shall be submitted to help guide the development of the site plan process for the proposed project build-out and individual elements thereof. Such Concept Plan should reflect the following:

- d. Overall building footprint;
- e. Areas which shall remain undeveloped;
- f. General site improvements, groupings of buildings, and proposed land uses.

The Concept Plan is intended to be used as a tool for both the applicant and the Planning Board to ensure that the proposed project design will be consistent with the requirements of the HMD.

5. *Application.* An application for a special permit shall be submitted to the Andover Planning Board pursuant to the submission requirements, and procedures contained in Section 9.4. and Section 9.5.3. of the zoning bylaw.

6. *Additional Submittals:*

- c. Waivers. At the request of the applicant in a narrative form, the Planning Board may waive certain dimensional, design and other requirements as stated herein (unless expressly prohibited),

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in the interests of design flexibility and overall project quality if it finds that the project is consistent with the overall purpose and objectives of the HMD, or if it finds that such waiver will allow the project to achieve a high quality design incorporating a desired mix of open space, affordability, a mix of uses, and/or physical character.

d. A transportation plan, consisting of the following information:

(v) A plan showing the proposed parking, loading, traffic and pedestrian circulation within the site; access and egress points; and other features related to traffic generated by the proposed use.

(vi) A traffic study, prepared by a qualified traffic engineer, detailing the expected traffic impacts. The required traffic study shall substantially conform to the Institute of Transportation Engineers' "Traffic Access and Impact Studies for Site Development: A Recommended Practice," latest edition. In addition, the applicant shall submit a Transportation Demand Management (TDM) plan tailored to the specific uses and the geographic location of the site.

(vii) Proposed mitigation measures, if any, including vehicle trip reduction from the Project.

(viii) The traffic study shall address pedestrian, vehicular and rail circulation at the Essex Street/Pearson Street Intersection.

**8.7.12 Severability.**

If any provision of this Section 8.7 is found to be invalid by a court of competent jurisdiction, the remainder of Section 8.7 shall remain in full force and effect. The invalidity of any provision of this Section 8.7 shall not affect the validity of the remainder of the Town of Andover's Zoning By-Law.

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

On petition of Charles R. Kendrick, Jr. and others

The Moderator took up this article out of order during the first session of the Town Meeting on May 4<sup>th</sup> in that it is duplicative of Articles 49 and 50; see the record above.

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

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

**Dimensional Special Permit - Historic Preservation**

**ANNUAL TOWN MEETING – MAY 4, 5, & 11, 2015**

**ARTICLE 52.** To see if the Town will vote to authorize to amend Section 7.9.in the Andover Zoning By-law, by deleting the entire section and replacing it with:

**7.9.1 Purpose and Intent.**

The purpose of this by-law is to encourage the preservation of buildings, structures, sites and settings of historic significance, by allowing such buildings or features to remain in place, or be moved to another location rather than be demolished or otherwise compromised. The by-law gives the Zoning Board of Appeals the authority to issue a special permit modifying certain dimensional standards for the creation of new lots, or for the use of existing lots, for purposes of preservation of historic structures or buildings as defined herein. A special permit for historic preservation shall apply only to the lot on which the historic building or structure is or will be located pursuant to the special permit and to any new lot created pursuant to the provisions of Section 7.9.4.7 below that does not meet the dimensional requirements of Section 4.1.2 (the “Table of Dimensional Requirements”).

The special permit granting authority shall be the Zoning Board of Appeals.

**7.9.2 Historic Structures.**

For purposes of a dimensional special permit for historic preservation the historic building or structure must be located in the Town of Andover and must be listed on one of the following:

1. The National Register of Historic Places;
2. The State (Commonwealth of Massachusetts) Register of Historic Places; or
3. The Andover Historic Building Survey.

**7.9.3 Definitions.**

1. **PARENT PARCEL:** The parcel of land that is the subject of the application for a dimensional special permit for historic preservation.
2. **HOST LOT:** The lot on which the historic building or structure is currently located, or, if the historic structure is to be moved from another location, the lot on which the historic structure is to be located. A **HOST LOT** may be the entire **PARENT PARCEL**, or may be created by the division of the **PARENT PARCEL** into a **HOST LOT** and one or more **NEW LOTS**.
3. **NEW LOT:** Any lot or lots, created by the division of the **PARENT PARCEL**, that is not a **HOST LOT** as defined above.

**7.9.4 Standards and Regulations.**

The following specific standards shall be applied to a Dimensional Special Permit for Historic Preservation:

1. The Parent Parcel shall be located in the SRA, SRC or SRB Zoning District.
2. Any Host Lot created under this by-law in any single-family residential zoning district shall contain not less than the minimum lot area set forth below, and such minimum lot area shall be contiguous upland, free of wetlands:
  - a. In the SRA District: one-half the minimum lot area for the SRA District, as set forth in Section 4.1.2 of the Zoning By-law.
  - b. In the SRB District: one-half the minimum lot area for the SRB District, as set forth in Section 4.1.2 of the Zoning By-law.

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- c. In the SRC District: one-half the minimum lot area for the SRC District, as set forth in Section 4.1.2 of the Zoning By-law.
3. Lot frontage and minimum yard depths for a Host Lot created under this by-law shall be as follows:
  - a. In the SRA District:
    1. Frontage: 50 feet
    2. Minimum yard depth: front: 25 feet or the current setback whichever is less; side: 10 feet; rear: 30 feet;
  - b. In the SRB District:
    1. Frontage: 75 feet;
    2. Minimum yard depth: front: 35 feet or the current setback whichever is less; side: 15 feet; rear: 30 feet;
  - c. In the SRC District:
    1. Frontage: 100 feet;
    2. Minimum yard depth: front: 35 feet or the current setback whichever is less; side: 20 feet; rear: 30 feet;
4. Any Host Lot or New Lot created under this by-law shall have its required frontage on a public way as measured at the street line.
5. Any Host Lot or New Lot created under this by-law in the Single Residence a (SRA) or Single Residence B (SRB) Zoning District shall be served by municipal sanitary sewer and water.
6. Any Host Lot or New Lot created under this by-law in the Single Residence C (SRC) Zoning District shall be served by municipal water, and if sanitary sewer is not available, the lot shall be in fact capable of supporting an on-site sewage disposal system, or in the event that said lot is not serviced by municipal sanitary sewer and water at the time of the Zoning Board hearing, but the Zoning Board finds that sewer and water service will be available, the Zoning Board shall make as a condition of its approval that no occupancy permit shall issue until the lot is serviced by municipal sanitary sewer and water.
7. No New Lot shall be created that does not meet the dimensional requirements of the zoning district in which it is located, as set forth in Section 4.1.2 of the Zoning By-law (the “Table of Dimensional Requirements”), including, but not limited to, lot area, frontage and minimum yard depths, except as provided for below:
  - a. In the SRA District: one New Lot may be created that has at least one half (1/2) the minimum lot area as set forth in Section 4.1.2 of the Zoning By-law, and at least 50 feet of frontage.
  - b. In the SRB District: one New Lot may be created that has at least one half (1/2) the minimum lot area as set forth in Section 4.1.2 of the Zoning By-law, and at least 75 feet of frontage.
  - c. In the SRC District: one New Lot may be created that has at least three quarters (3/4) the minimum lot area as set forth in Section 4.1.2 of the Zoning By-law and at least 135 feet of frontage.
8. If the Parent Parcel is to be divided so as to create more than one Host Lot, a separate, related application for a Dimensional Special Permit for Historic Preservation shall be filed for each additional Host Lot and its associated historic building or structure.

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9. A vacant existing nonconforming lot that is to become a Host Lot without further subdivision need not meet the standards set forth in Subsections 1 through 3 above; however, the provisions of Subsections 4 and 5 shall apply.
10. The Zoning Board of Appeals shall determine whether or not an historic structure or building can be placed on a lot without detrimental effect on abutting properties or the street on which the lot has its frontage.

### **7.9.5 Findings Required.**

Priority in granting a dimensional special permit for historic preservation shall, in all cases, be placed upon keeping buildings and structures in place, rather than moving them to other locations, provided that the existing site can be shown to represent valid historical setting and context. Moving of structures or buildings to other locations shall be considered only if no other preservation measures are practical or reasonable on the existing site, or if the proposed removal is to return a building or structure to an original or more historically accurate location.

In addition to the findings required under Section 9.4.2. of the Zoning By-law and the foregoing standards and regulations, the Zoning Board of Appeals shall consider the following specific items in determining whether to grant a dimensional special permit for historic preservation:

1. That the modification of dimensional requirements is necessary to protect, preserve or maintain an historic structure or building. Factors to be considered shall include the historic significance of the structure or building, the physical condition of the structure or building, and the extent and cost of repairs and renovations necessary to preserve the historic structure or building.
2. That the proposed work, including any relocation or reconstruction, preserves, to the maximum extent feasible, the historical and architectural features of the structure or building;
3. That in the absence of a Dimensional Special Permit for Historic Preservation, destruction of an historic structure or building will likely result.
4. The report of the interdepartmental review team, as set forth in §7.9.7.
5. The report of the Andover Preservation Commission and any applicable Historic District Commission, including recommended conditions relating to the repair, restoration or modifications to the existing historic structure, as set forth in §7.9.7.

### **7.9.6 Conditions To Be Imposed.**

If the Zoning Board of Appeals grants the dimensional special permit for historic preservation, it shall impose, as minimum conditions, the following:

1. Conditions relating to the repair, restoration or modifications to the existing historic structure, including a schedule of work to be performed, sufficient to ensure the preservation and integrity of the historic structure and to prevent deterioration due to neglect or disuse, intentional or otherwise.
2. In the event of a catastrophic event which results in damage to the historic structure such that the historic structure cannot be repaired, the owner may rebuild on the host lot, provided that the new structure does not contain more than the same interior floor area as the historic structure and meets one of the following requirements:

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- a. The new structure is placed in the same footprint as that occupied by the historic structure; or
  - b. The new structure is built in conformity with the applicable front, side and rear setback requirements in effect at the time of rebuilding as set forth in Section 4.1.2 of the Zoning By-law (the “Table of Dimensional Requirements”).
3. If the historic structure is to be moved to a Host Lot from another location, the Board of Selectmen of the Town of Andover shall approve the route and the timing of the movement of the building or structure.
  4. After the dimensional special permit for historic preservation has become final, any proposed alterations or changes to the historic structure shall be submitted to the Andover Preservation Commission for its review and approval. If the Preservation Commission determines that the proposed alterations or changes are not minor, the owner shall seek a modification of the special permit from the Zoning Board of Appeals.
  5. When the decision of the Board of Appeals on the application for a Dimensional Special Permit for Historic Preservation has become final and has been recorded at the Registry of Deeds, the plan upon which the decision is based shall be submitted to the Andover Planning Board for certification as an Approval Not Required (ANR) plan pursuant to Chapter 41, Section 81P, of the Massachusetts General Laws.
  6. The Approval Not Required (ANR) plan as certified by the Planning Board shall be recorded at the Essex North District Registry of Deeds.
  7. Other than permits required to protect or stabilize the existing historic structure, no building permit shall be issued until the ANR Plan has been recorded at the Essex North District Registry of Deeds.
  8. The owner shall record at the Essex North District Registry of Deeds an historic preservation restriction in the form approved by the Zoning Board of Appeals, and approved and endorsed by Andover Board of Selectmen and by the Massachusetts Historical Commission in accordance with Chapter 184, Section 32, of the General Laws, which shall at a minimum provide for conditions under which alterations, additions or modifications may be made, and in the event of damage to the historic structure such that the historic structure cannot be repaired, the owner may rebuild on the lot, provided that the new dwelling does not contain more than the same interior floor area as the historic structure and meets one of the following requirements: (i) the new dwelling is placed in the existing footprint; or (ii) the new dwelling is built in conformity with the zoning side, front and rear setbacks in effect at the time of rebuilding. Any mortgagee shall subordinate its mortgage to this restriction.

### **7.9.7 Application Requirements and Procedure.**

Sixteen copies of an application for a Dimensional Special Permit for Historic Preservation shall be filed with the Zoning Board of Appeals.

Copies of the application shall be distributed to the Andover Preservation Commission and to any applicable Historic District Commission. Their report, including recommendations of conditions to be imposed as part of a Dimensional Special Permit for Historic Preservation, shall be submitted to the Zoning Board of Appeals during the public hearing.

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If the existing historic structure is to be relocated, copies of the application shall be distributed to an interdepartmental review team, including but not limited to staff representatives of the Planning, Building, Health, Conservation, School, Public Works, Police and Fire Departments. A report of the interdepartmental review team, including comments from all participating departments and agencies, shall be submitted to the Zoning Board of Appeals during the public hearing.

The application for a Dimensional Special Permit for Historic Preservation shall include the following information:

1. A plan prepared by a registered land surveyor and/or professional engineer showing the Host Lot proposed to be created or used for the preservation of an historic structure or building. The plan shall be suitable for purposes of submission as an approval not required plan. The plan shall be at a scale of one inch equals 20 feet, on a sheet size not smaller than 11 inches by 24 inches, and not larger than 18 inches by 24 inches, and shall show the following information:
  - a. All existing and proposed property lines with bearings and distances;
  - b. If the application is for the creation of a New Lot as well as a Host Lot, then the Parent Parcel from which the lot is being taken shall also be shown at the same scale;
  - c. The location and size of all existing structures or buildings on and adjacent to the proposed lot(s), and the distances between all existing and proposed structures or buildings;
  - d. The public way on which the existing or proposed lot(s) will have frontage;
  - e. Proposed front, side and rear building setback lines;
  - f. Existing and proposed topography (grading);
  - g. Significant trees or other natural features;
  - h. The location and type of utilities serving the lot(s);
  - i. Wetlands delineation;
  - j. The name of the owner and all parties having any interest in the lot(s), including book and page numbers of the documents at the Registry of Deeds which describe such an interest;
  - k. All easements on the lot.
2. A copy of the deed of ownership shall be included with the application.
3. If the historic structure is to be relocated, the application shall include:
  - a. A map showing the route over which the historic structure or building will be moved;
  - b. A letter from the Police Chief, Fire Chief, Tree Warden of the Town and the Director of Public Works approving the route. It shall be the responsibility of the applicant to contact and obtain approvals (if needed) from utility companies having overhead cables, lines or wires along the route, and from the Massachusetts Highway Department if a state roadway is involved and from the Director of Public Works, Police Chief and Fire Chief of any city or town included on the route. The applicant shall be responsible for any costs associated with police supervision along the route;

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4. A letter from the Andover Preservation Commission, certifying that the structure is an historic structure as defined in this by-law, together with supporting documentation from the Andover Historic Buildings Inventory;
5. A statement of any additions, alterations or changes proposed to be made to the historic structure.
6. If the applicant is not the owner of the Parent Parcel or the historic structure that is the subject of the application, the application shall include a letter from the property owners authorizing application on their behalf.

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

On request of the Planning Division and Preservation Commission

Main Motion: It was moved and duly seconded to approve Article 52 as printed in the Warrant.

It was moved and seconded to amend the Main Motion

*To change from:*

**7.9.4 Standards and Regulations.**

The following specific standards shall be applied to a Dimensional Special Permit for Historic Preservation:

...

7. No New Lot shall be created that does not meet the dimensional requirements of the zoning district in which it is located, as set forth in Section 4.1.2 of the Zoning By-law (the "Table of Dimensional Requirements"), including, but not limited to, lot area, frontage and minimum yard depths, except as provided for below:
  - a. In the SRA District: one New Lot may be created that has at least one half (1/2) the minimum lot area as set forth in Section 4.1.2 of the Zoning By-law, and at least 50 feet of frontage.
  - b. In the SRB District: one New Lot may be created that has at least one half (1/2) the minimum lot area as set forth in Section 4.1.2 of the Zoning By-law, and at least 75 feet of frontage.
  - c. In the SRC District: one New Lot may be created that has at least three quarters (3/4) the minimum lot area as set forth in Section 4.1.2 of the Zoning By-law and at least 135 feet of frontage.

*To:*

**7.9.4 Standards and Regulations.**

The following specific standards shall be applied to a Dimensional Special Permit for Historic Preservation:

...

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7. No New Lot shall be created that does not meet the dimensional requirements of the zoning district in which it is located, as set forth in Section 4.1.2 of the Zoning By-law (the “Table of Dimensional Requirements”), including, but not limited to, lot area, frontage and minimum yard depths.

A simple majority vote being required for passage, the Moderator declared after a Standing Count that the Motion to amend the Main Motion PASSED by a vote of 212 in favor to 174 opposed.

It was then VOTED to approve the Main Motion as amended.

**VOTE: A 2/3 vote being required for passage, the Moderator declared the Main Motion as amended PASSED by more than a 2/3 Vote**

Board of Selectmen Report: Approval of Main Motion – no report on amendment

Planning Board Report: Approval of Main Motion – no report on amendment

**89- 93 Main Street – Outdoor Restaurant Seating**

**ARTICLE 53.** To see if the Town will vote to authorize the Board of Selectmen to grant the owner of 89-93 Main Street a temporary right to improve, occupy, and maintain, at private cost, an approximately 5300 square-foot strip of land along the southeasterly lot line of the Town’s public parking lot at 85 Main Street, for purposes of landscaping, outdoor restaurant seating, and access to a new public pedestrian path across 89-93 Main Street to the Andover Historical Society at 97 Main Street, as shown on the attached diagram, on such terms and conditions as the Board deems in the best interests of the Town, or take any other action related thereto.

On petition of John W. Fenton and others

Upon motion made and duly seconded it was VOTED to approve Article 53 as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote**

Board of Selectmen Report: Approval

Planning Board Report: Approval

**Zoning Bylaw Amendment – Haverhill Street & Tantallon Road**

**ARTICLE 54.** To see if the Town will vote to amend the Andover Zoning Bylaw pursuant to section 2.3 (District Boundaries) and 2.3.1 (Map Amendments) and make the appropriate changes to the Zoning Map of the Town of Andover to rezone to General Business (GB) from

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Industrial A (IA) the parcels of land designated by the Town of Andover as 10, 12 and 16 Haverhill Street and 7 Tantallon Road and comprising Assessor's Parcels 5, 5A, 6 and 7 on Assessor's Map 35 and being more particularly shown on a plan entitled "Area to be Re-Zoned from IA to GB Zone" in Andover, Mass., dated January 2015, a copy of which is on file with the office of the Town Clerk, or take any other action related thereto.

On motion made and duly seconded it was VOTED to approve Article 54 as printed in the Warrant and further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws.

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

Board of Selectmen Report: Approval  
Planning Board Report: Approval

**Water & Sewer Vehicles**

**ARTICLE 55.** To see if the Town will vote to transfer \$55,000 from water reserves and appropriate the sum of \$55,000 for the purpose of purchasing water vehicles or to take any other action related thereto.

On request of the Director of Municipal Services

On motion made and duly seconded it was VOTED to approve Article 55 as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote**

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

**Water Main Replacement Projects**

**ARTICLE 56.** To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$1,700,000 for the purpose of paying costs of water main replacement projects, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriates \$1,700,000 for the purpose of paying the costs of water main replacement projects, including the payment of

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any other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 8(5) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

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

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

**Water Treatment Plant GAC Replacement**

**ARTICLE 57.** To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$500,000 for the purpose of paying costs of replacing granulated activated carbon at the water treatment plant, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to transfer the sum of \$500,000 from water reserves and appropriate the sum of \$500,000 for the purpose of paying costs of replacing granulated activated carbon at the water treatment plant, and for the payment of all other costs incidental and related thereto.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote**

Finance Committee Report: Approval  
Board of Selectmen Report: Approval

**Water Treatment Plant Maintenance**

**ARTICLE 58.** To see if the Town will vote to appropriate the sum of \$300,000 in the Water Enterprise Fund for the purpose of paying various maintenance costs relating to the water distribution system and the Water Treatment Plant, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

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

**VOTE: A simple majority vote required for passage, the Moderator declared the**

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**Motion PASSED by a Majority Vote**

Finance Committee Report: Approval

Board of Selectmen Report: Approval

**Gas Pipeline Resolution**

**ARTICLE 59.** To see if the Town will vote to approve the following Resolution to ban the Northeast Energy Direct pipeline project and to Support Sustainable Energy in the Commonwealth of Massachusetts.

NOW, THEREFORE, BE IT RESOLVED that the citizens of the Town of Andover, Massachusetts:

1. Hereby commend our Town Manager and Selectmen for their efforts to re-route the proposed Tennessee Gas Pipeline company's high-pressured pipeline through Andover.
2. Believe that the proposed pipeline goes against current Commonwealth of Massachusetts and Andover commitments to renewable energy technologies and combating global climate change; and
3. Call upon businesses and residents to maximize energy conservation to reduce demand; call upon utilities and the state to actively reduce peak demand shortfalls through pricing and backup storage options; and call upon the state to continue to aggressively promote adoption of renewable energy technologies.
4. Demand that the Commonwealth require and oversee the repair to all existing gas pipelines prior to and as a condition of allowing expansion of gas supply pipelines, and give preference to incremental expansion of existing pipelines and to short-term solutions such as liquefied natural gas prior to any consideration of building new pipeline infrastructure in the State
5. Hereby request our State and Federal Legislators and our Executive Branch Officials to enact legislation, and take such other and further actions, as is necessary to disallow such projects that go against our commitments to life, the environment, our economic well-being and our personal health and safety; and, instead, to legislate more stringent energy efficiency and further exploration of, and subsidies for, renewable energy sources; and also:

BE IT RESOLVED that the following individuals receive an Official Copy of This RESOLUTION:

*President Barack Obama*  
*United States Senator Elizabeth Warren*

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*United States Senator Edward Markey  
United States Representative Seth Moulton  
United States Representative Niki Tsongas  
Governor Charlie Baker  
Massachusetts Senator Barbara L'Italien  
Massachusetts Representative James Lyons  
Massachusetts Representative Frank Moran  
All five Commissioners of the Federal Regulatory Commission*

On petition of John P. Hess and others

Upon motion made and duly seconded it was VOTED to approve Article 59 as printed in the Warrant.

**VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote**

Board of Selectmen Report: Approval  
Planning Board Report: Approval  
Conservation Commission Report: Approval

**Finish Charles Circle for Street Acceptance**

**ARTICLE 60.** To see if the Town will vote to authorize the Board of Selectmen to acquire by eminent domain, gift, purchase or otherwise any fee, easement or other interest in the street known as Charles Circle and all related easements as shown on a plan entitled "Subdivision Plan of Land in Andover, Mass. entitled Charles Circle," Applicant/Owner Wayne T. Samuels, dated August 1, 2003, rev. July 19, 2004, prepared by Merrimack Engineering Services and recorded in North Essex District Registry of Deeds as Plan No. 15020, and on file in the Office of the Town Clerk, and to award no damages for said taking or payment for said acquisition, and to appropriate and raise by taxation, transfer from available funds or borrowing or any combinations thereof the sum of \$80,000 for required engineering services, repairs and improvements to the street known as Charles Circle as shown on said Subdivision Plan and described in the Decision of the Andover Planning Board dated March 9, 2005 and recorded with the North Essex District Registry of Deeds in Book 9390, Page 197 and legal services and expenses incidental thereto, or take any other action related thereto.

On petition of Joseph Ciampa and others

Main Motion: It was moved and duly seconded that the Town vote to authorize the Board of Selectmen to acquire by eminent domain, gift, purchase or otherwise any fee, easement or other interest in the street known as Charles Circle and all related easements as shown on a plan entitled "Subdivision Plan of Land in Andover, Mass. entitled Charles Circle," Applicant/Owner Wayne T. Samuels, dated August 1, 2003, rev. July 19, 2004, prepared by Merrimack Engineering Services and recorded in North Essex District Registry of Deeds as Plan No. 15020,

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and on file in the Office of the Town Clerk, and to award no damages for said taking or payment for said acquisition, and to appropriate the sum of \$80,000 from Free Cash for the purpose of paying the costs of required engineering services, repairs and improvements to the street known as Charles Circle as shown on said Subdivision Plan and described in the Decision of the Andover Planning Board dated March 9, 2005 and recorded with the North Essex District Registry of Deeds in Book 9390, Page 197 and legal services and expenses incidental thereto.

It was moved and duly seconded to amend the Main Motion by striking the words "... the sum of \$80,000..." and substituting in its place the words "... the sum of \$66,000..."

A simple majority vote being required for passage, the Moderator declared that the Motion to amend the Main Motion PASSED by majority vote.

It was then VOTED to approve the Main Motion as amended.

**VOTE: A simple majority vote required for passage, the Moderator declared the Main Motion as amended PASSED by a Majority Vote**

Finance Committee Report: Disapproval  
Board of Selectmen Report: Approval as amended  
Planning Board Report: Approval

**Residential Neighborhoods – Town Yard**

**ARTICLE 61.** That the Town of Andover shall not develop land in or around a residential neighborhood now in its possession nor land that may be later acquired, for the purpose of creating a facility or purpose that degrades or diminishes the quality of life, the quiet enjoyment of the homes or creates a situation whereby the value of homes situated thereby are adversely affected. This includes, but is not limited to, so-called Town yard buildings, storage areas, dump sites and related and associated activities.

On petition of Jose Albuquerque and others

Main Motion: It was moved and duly seconded to approve Article 61 as printed in the Warrant.

It was moved and duly seconded to amend the Main Motion to read as follows: "That the Town of Andover shall not develop land in or abutting a residential neighborhood for the purpose of creating Town yard buildings, storage areas, dump sites and related and associated activities."

The Moderator declared that the Motion to amend the Main Motion FAILED.

**VOTE: A simple majority vote required for passage, the Moderator declared the Main Motion FAILED.**

Board of Selectmen Report: No Position

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**Sidewalk Construction – River Street**

**ARTICLE 62.** To see if the town will vote to appropriate the sum of \$301,000 for the purpose of constructing a sidewalk from 53 River Street to 83 River Street connecting the existing sidewalks on either end, including any other costs incidental and related thereto, and to authorize the Board of Selectmen to acquire any necessary easements by gift, purchase or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen be authorized to borrow under and pursuant to Chapter 44, Section 7, Clause (6) of the General Laws or any other enabling authority, and to issue bonds or notes of the Town, or take other action related thereto.

On petition of Susan K. Davis and others

It was moved and duly seconded that the Town appropriates \$301,000 for the purpose of paying the costs of constructing a sidewalk from 53 River Street to 83 River Street, connecting the existing sidewalks on either end, including the payment of any other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7(6) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

It was moved and duly seconded to amend the Main Motion by adding after the words "... related thereto..." the words "...and to authorize the Board of Selectmen to acquire any necessary easements by gift, purchase or eminent domain..."

A simple majority vote being required for passage, the Moderator declared that the Motion to amend the Main Motion PASSED by majority vote.

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It was then VOTED to approve the Main Motion as amended.

**VOTE: A 2/3 vote being required for passage, the Moderator declared the Main Motion as amended PASSED by more than a 2/3 Vote**

Finance Committee Report: Disapproval

Board of Selectmen Report: Approval

Planning Board Report: Approval

**On motion of Town Counsel, Thomas J. Urbelis, duly made and seconded it was voted by a Majority vote to dissolve the Annual Town Meeting at 10:21 P.M.**

A true record

A T T E S T

Lawrence J. Murphy

Town Clerk