

# TOWN OF ANDOVER



## **TOWN MANAGER'S RECOMMENDED FISCAL 2021 BUDGET & FINANCIAL PLAN**

**ANDREW P. FLANAGAN  
TOWN MANAGER**

**FEBRUARY 7, 2020**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Andover**

**Massachusetts**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

*The Budget Presentation Award for FY2019 was received after the release of the FY2020 Budget, so it has been included in the FY2021 Budget.*



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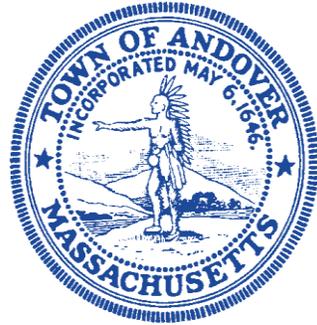


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# SECTION 1



# INTRODUCTION



## **A Citizen's Guide to the Budget**

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Town Manager's Recommended FY 2020 Budget & Financial Plan is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This section of the Town Manager's Recommended FY 2021 Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Andover.

### **The Budget Process**

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

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

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

For prior year budgets and plans, plus additional financial documents please visit [www.andoverma.gov](http://www.andoverma.gov).

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

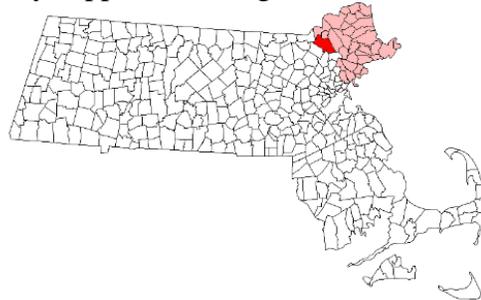
# Community Profile

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

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

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

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



<b>Name:</b> Town of Andover	<b>Settled:</b> 1642
<b>County:</b> Essex	<b>Incorporated:</b> 1646
<b>Total Area:</b> 32.1 Sq. Miles	<b>Population:</b> 33,201 (2010 Census)
<b>Land:</b> 31.0 Sq. Miles	<b>Elevation:</b> 180 Feet
<b>Water:</b> 1.1 Sq. Miles	<b>Coordinates:</b> 42°39'30" N 71°08'15" W
<b>Public Roads (Town):</b> 188 Miles	<b>Website:</b> <a href="http://www.andoverma.us">http://www.andoverma.us</a>
<b>Public Roads (State):</b> 23 Miles	<b>Schools:</b> Pre-K through Grade 12
<b>Form of Gov't:</b> Open Town Meeting	
<b>FY19 Residential &amp; Open Space Tax Rate:</b> \$15.01	
<b>FY19 Avg. Single Family Home Value:</b> \$681,094	

**JOINT SELECT BOARD AND FINANCE COMMITTEE MEETING SCHEDULE  
FY2021 BUDGET AND 2020 WARRANT ARTICLE REVIEW**

**February 2020**

- Fri. 7<sup>th</sup> Town Manager's Recommended FY2021 Budget Released (on Town website)  
Mon. 24<sup>th</sup> Town Manager Presents FY2021 Budget to Select Board

**March 2020**

- Sat. 7<sup>th</sup> All Town Department Budgets (Memorial Hall – 9:00 am to 3:00 pm)  
Mon. 9<sup>th</sup> Budget and Warrant Article Votes (Select Board and Finance Committee)  
Wed. 11<sup>th</sup> Tri-Board – School Committee Room  
Mon. 23<sup>rd</sup> Budget and Warrant Article Votes (Select Board and Finance Committee)  
Wed. 25<sup>th</sup> Budget and Warrant Article Votes (Select Board and Finance Committee)  
Mon. 30<sup>th</sup> Final Votes Due to Finance Committee

**April 2020**

- Wed. 1<sup>st</sup> Chair Letters Due to Finance Committee  
Fri. 3<sup>rd</sup> Finance Committee Report to the Printer  
Thu. 16<sup>th</sup> Finance Committee Report mailed to Residents  
Mon. 27<sup>th</sup> 2020 Annual Town Meeting (1<sup>st</sup> night)

*All meetings will be held from 7:00 to 9:00 pm in the Select Board Conference  
in the Town Offices unless otherwise noted.*

## TOWN OF ANDOVER

# MISSION & VALUES STATEMENT

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

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

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

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

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

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

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

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

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

- 3.2 Promote and recognize municipal professionalism

- 3.3 Measure, evaluate, and improve performance

### **VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY**

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

### **VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY**

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

### **VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY**

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

# THE ANDOVER VISION

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

## **QUALITY EDUCATION**

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

## **OPEN SPACE AND RECREATION**

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

## **VIBRANT DOWNTOWN**

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

## **SMALL-TOWN CHARACTER**

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

## **CITIZEN PARTICIPATION**

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

## **HISTORICAL HERITAGE**

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

## **CULTURAL DIVERSITY**

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

## **FINANCIAL STABILITY**

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

## **HEALTHY AND SAFE ENVIRONMENT**

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

## **MANAGEMENT OF NATURAL RESOURCES**

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

## **TOWN SERVICES**

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

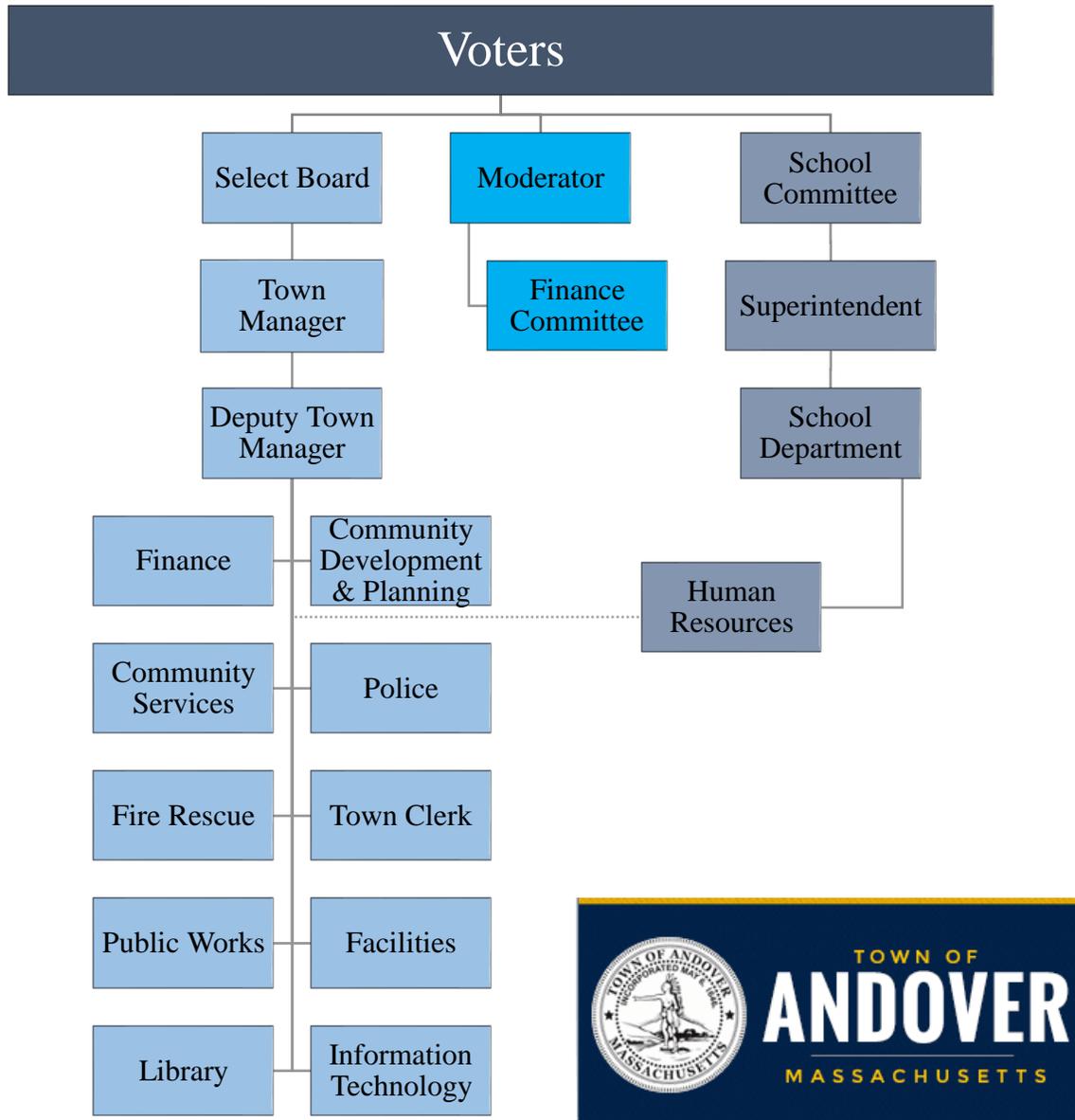
## **HUMAN SERVICES**

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

## **TRANSPORTATION**

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

# ORGANIZATIONAL CHART



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



# SECTION 2



## TOWN MANAGER'S TRANSMITTAL LETTER





# TOWN OF ANDOVER

TOWN MANAGER'S OFFICE

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

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

Andrew P. Flanagan  
Town Manager

February 7, 2020

To: Honorable Chair Laura M. Gregory & Members of the Select Board  
Honorable Chair Eugenie M. Moffitt & Members of the Finance Committee

I hereby transmit to you the recommended FY 2021 operating and capital budgets. The Town Manager's Recommended Budget as proposed totals \$211,698,353, which is an increase of \$11,538,271 (5.76%) from the current budget. The Water & Sewer Enterprise Funds, which are exclusive of the General Fund, total \$8,690,784 as proposed, which is an increase of \$355,718 (4.27%). The total available increase for Town and School Operations is \$4,706,442 which represents an increase of \$1,157,549 (2.75%) for Town Operations and \$3,316,893 (3.86%) for School Operations. The Town budget will increase by an additional \$232,000 (0.55%) in order to account for a transfer from employee wages to the unfunded liability offset account. \$11,014,156 will be either raised or appropriated to fund non-appropriated expenses, state assessments and certain capital projects.

Over the past several months, the Administration defined the fundamental goals and objectives from which the FY 2021 budget has been developed. Those goals are as follows:

- Develop an FY 2021 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Select Board financial policies and goals and objectives;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;
- Maintain employee compensation in a manner that provides opportunities for equity through modest adjustments and that is consistent with the Town's long term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short and long term;
- Identify opportunities to reduce the Town's unfunded liabilities including pension and OPEB costs;
- Continue developing a long term financial model that provides for predictability and sustainability of operations;
- Establish a capital program that is based on an annual spending target (6%) for cash and debt appropriations that provides the Town with the ability to expand capital capacity and fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½ ; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

## **Balancing Community Needs with Fiscal Responsibility**

Throughout the budget process, considerable attention has been given to balancing the needs of the community and expectations of Andover's residents with the need to develop a financing plan that is fiscally responsible. As part of this balancing, each department budget was carefully examined and department and division heads were challenged to consider measures that maximize productivity of the organization while ensuring the effective delivery of quality services within available resources. This year, as part of the annual budget development process, the newly established Revenue and Expenditure Task Force reviewed the assumptions used to build the annual budget. Based on the Task Force's review and the Administration's recommendation, we were able to determine the level of available funds to offset obligations and for department operations. Accordingly, the following revenue and expenditure assumptions were used to develop the FY 2021 recommended budget:

### **Revenues**

- **Tax Levy** to increase by the 2.5% (less Excess Levy Capacity) as allowed by Proposition 2 ½ plus New Growth.
- **New Growth** estimate is based on the 10-year average of actual New Growth.
- **Local Receipt** estimates are based on trend analysis of actual collections by category.
- **State Aid** projections have been adjusted to reflect the Governor's Budget proposal (H1).
- **Free Cash** to be appropriated only for one-time capital expenditures while maintaining a balance that will provide for a stable amount of Free Cash in future years.

### **Expenditures**

- **Town and School Operating Budgets** to increase only by the amount of available funds after meeting the funding requirements of all obligations.
- **Retirement** contribution to increase by 19.28% from current budget, including an additional appropriation of \$1.7M relative to the FY 2020 contribution, per the existing funding schedule established by the Retirement Board.
- General Fund **Other Post Employment Benefit (OPEB)** funding will be based on the following:
  - 0.4% of the FY 2017 budget plus a 2.5% annual increase.
  - Appropriating to the OPEB Trust Fund the incremental annual savings in the health insurance budget from the OPEB Reform Plan that was adopted in April of 2016.
- **Employee Health Insurance** expense to increase by 5.5%, less transfers to the OPEB Trust Fund and savings from increased employee contributions.
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a 6% of the adjusted revenue budget.

In addition to the assumptions used to build the budget, we relied on the Select Board's goal of using the annual increase in the average tax bill as a guide to develop operating budgets. The Board's goal is as follows:

**Develop the FY 2021 budget so that the annual increase in the average tax bill does not exceed that of the ten-year average (3.65%) subject to the Board's application of the tax classification shift. Opportunities to mitigate future tax impacts resulting from the Town's unfunded liabilities should be presented to the Board as appropriate.**

In FY 2020, the average tax bill increased by approximately 2.5%, which represented an increase of 1.3% less than what was projected. The difference was a result of an unanticipated increase in the value of personal property attributed to the new section of the gas distribution system that was installed by Columbia Gas. That unanticipated and disproportionate increase in the value of personal property offset the increases

in other classifications including residential property. Looking ahead to FY 2021, the average residential tax bill is projected to increase by approximately 4.6%, which is 1.1% higher than anticipated and a direct result of no longer having the disproportionate offset that effectively mitigated the residential increase in FY 2020. Despite the projected increase in FY 2021, the adjusted ten-year average is 3.64% and the two year (FY 2020 & FY 2021) average increase is 3.55%, which is less than what was projected when the Select Board set the goal in July 2019.

The budget has been built so that, at the Select Board’s discretion, the budget can be adjusted so that the projected increase in the average tax bill is approximately 3.65%. In order to meet that target, the increased appropriation to the pension fund will have to be reduced by \$1.7M and meet only the annual required contribution. There would be no impact to operating budgets. It is worth noting that the Select Board’s goal does provide flexibility to exceed the 3.65% target if we are able to mitigate future tax impacts by accelerating funding for the Town’s unfunded liabilities. The increased appropriation, as recommended in this budget, would mitigate future increases by reducing the annual required contribution by approximately .02%.

Based on the assumptions as outlined above, Town departmental personnel and expense budgets are increasing by a total of \$1,389,549 (3.30%), of which \$232,000 (0.55%) will be transferred directly to the Unfunded Liability Offset account. Some of the more significant budget changes include the following:

**Compensation & Unfunded Liability Offset**

Each of the Town’s seven collective bargaining agreements expired on June 30, 2019, and currently six out of the seven unions have settled successor agreements. The primary objective in this round of negotiations was to explore opportunities to reduce and fund the Town’s outstanding obligations and long-term liabilities. This has resulted in a permanent and reoccurring funding source for our unfunded liabilities known as the Unfunded Liability Offset (ULO), which is an employee deduction dedicated to our pension or OPEB liability. Under the ULO provision, employees will contribute 1% of their regular pay, which will be held in an account and used to offset either the OPEB or pension unfunded liability. This will result in an additional \$249,744 in FY 2021, \$3.7M over the life of the pension funding schedule, and \$14.5M over the life of the OPEB funding schedule. This collaborative approach and the inclusion of such a provision in a public sector collective bargaining agreement was the first of its kind in the Commonwealth and was recognized by the Massachusetts Municipal Association as the most innovative practice in the state in 2019. To further illustrate the mechanics the ULO provision please see the table below:

<b>FY 2020 Compensation Fund Appropriation</b>	\$590,000	Transferred to Department Budgets
<b>Unfunded Liability Offset</b>	(\$232,000)	Transferred from employee pay to ULO Account
	\$358,000	Balance to employee pay

For the purposes of comparison, the balance of the compensation fund has historically been used in its entirety to fund wage adjustments. While it will be used for the same based purpose in FY 2020 and FY 2021, the Town will receive approximately 40% of the original balance back through employee deductions to use towards funding liabilities.

The FY 2021 budget recommends that \$174,718 be appropriated to the compensation fund, which will fund the settlements with the police patrol and dispatchers unions for both FY 2020 and FY 2021. Please note that police patrol union has agreed to a successor agreement. However, it has not yet been ratified by the bargaining unit.

**School Department - +\$3,316,893**

The FY 2021 recommended budget for the School Department is \$89,246,700, a 3.86% increase over FY 2020. The increase included in the recommended budget is consistent with the budget that has been voted

by the School Committee for FY 2021. The School Committee, Select Board and Finance Committee have voted to eliminate fees for All Day Kindergarten beginning at the start of the next school year. The cost of eliminating fees will not have an impact on the FY 2021 budget, as it will be funded mostly by the School Department's Kindergarten Revolving Fund. Beginning in FY 2022, the costs associated with free All Day Kindergarten will be incorporated into the operating budget and considerations will need to be made in the context of the overall budget in order to adequately fund this expense.

### **Department of Public Works - Solid Waste & Recycling - +\$344,258**

For the second year in a row, costs associated with solid waste and recycling pickup and disposal are increasing significantly. These costs are primarily a result of changes in the recycling markets and the increased costs of disposing of certain materials. The contract for solid waste disposal will increase by 7.25% (\$132,008), and costs associated with recycling collections are estimated to increase by 23.3% (\$218,250). The Department of Public Works will work with the Sustainability Coordinator as part of an ongoing effort to explore options to contain these costs moving forward.

### **Department of Public Works – Highway and Parks and Grounds - +\$50,000**

Considerable investment continues to be made in Town facilities and public infrastructure, including in the downtown, the Playstead and surrounding areas. These assets should be appropriately maintained. In past years, we have too often neglected this maintenance as a result of a lack of resources to appropriately staff this function. The FY 2021 budget recommends an additional parks and grounds laborer who will be assigned to public facilities, downtown, parks and the grounds of public assets. The additional laborer will not result in an increase in the number of full-time employees.

### **Community Development & Planning - +\$198,927**

Increases in Community Development & Planning include the transfer of the Director of Business, Arts and Culture from the Town Manager's Office to the Planning Division and the addition of a part time, non-benefited Land Manager in the Conservation Division. The Conservation Commission currently is responsible for the care and custody of over two thousand acres of conservation land. For the last several years, volunteers have shouldered much of the burden in managing and protecting this land. While we continue to value the work of our volunteers, we need to develop a plan to transition the responsibilities of managing the Town's open space to dedicated staff. This position further reinforces the Town's commitment to open space access and is consistent with the Select Board's adopted goals and objectives.

### **General Government – Sustainability - +\$136,995**

As part of the annual goal-setting process, the Select Board established a goal focused on Energy and Sustainability. Included in the goal was the hiring of a Sustainability Coordinator, developing a climate and sustainability action plan upon the appointment of a coordinator, and developing a plan and scope for a street tree program. The FY 2021 budget includes funding for the recently appointed Sustainability Coordinator and to develop a comprehensive greenhouse gas inventory in order to begin drafting a climate and sustainability action plan. The FY 2021 Capital Improvement Program includes funds in order to move forward with a street tree program. The Sustainability Coordinator was hired without adding to the number of full-time employees in FY 2020 and in FY 2021.

### **Employee Health Insurance**

I do not anticipate that the Select Board will take any formal action to change health insurance plan design for FY 2021. That is mainly due to the fact that the Town does not expect official plan design changes from the Group Insurance Commission (GIC). Should that change, the Select Board may consider voting to invoke Section 22 of Chapter 32B. This would mark the third time that the Board has voted to invoke Section 22. The Town will continue to consider its options with respect to the FY 2021 health insurance program. The recommended budget maintains a projected 5.5% increase in employee

health insurance costs for FY 2021, which is directly offset by the savings from both increased contributions from retirees (\$951,054) and active employees (\$595,703). Over the next several months, the Town will continue to explore any additional opportunities for potential savings and evaluate the associated impacts.

### **Other Post-Employment Benefits (OPEB) Funding**

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

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

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

The last component of the plan was to redirect any savings from increases in premium contributions to the OPEB Trust Fund. In FY 2019, the Town appropriated approximately \$1.8 million to the OPEB Trust Fund. Based on the existing funding schedule and the plan adopted by the Select Board, it is estimated that the Town will fully fund its OPEB obligation in approximately thirty-eight (38) years. As a result of the existing funding schedule and other steps taken through collective bargaining, the Town is able to mitigate the overall rate of growth of the unfunded liability.

The FY 2021 recommended budget includes a total appropriation of \$2,041,503, which includes \$410,575 from the Water & Sewer Enterprise Funds and \$679,949 from the General Fund, which is 0.4% of the adjusted General Fund budget and \$951,054 from health insurance savings, which includes an incremental increase of \$44,860 from the FY 2020 savings.

### **Pension Funding**

The Town's required appropriation to the pension fund will continue to put a significant burden on operating budgets. The existing funding schedule requires an annual increase of approximately 7.2% to be fully funded by 2035. The FY 2021 required appropriation is \$12,025,710, which will increase to \$15,737,792 over the next five years. In addition to the required appropriation, I am recommending that an additional \$1,700,000 be appropriated to the retirement system for FY 2021. This represents a total appropriation of \$13,610,301, which is adjusted for the pension costs of the Andover Housing Authority. We are able to increase the required appropriation as a direct result of the New Growth in personal property associated with the improvements to the Columbia Gas distribution system. Growth in value of this type of asset would typically be realized over a thirty-year period and incorporated into the Town's annual projections. Given the one-time nature of this sharp increase in personal property value, I am recommending that this growth be captured by applying it as a one-time, additional contribution to the retirement system. Moving forward, the Town will need to continue to work closely with the Retirement Board to mitigate future impacts while sufficiently funding the pension system and ensuring that the obligations to our retirees are met.

## Water & Sewer Enterprise Funds

In April 2019, the Select Board adopted a comprehensive water rate plan to 1.) Accelerate the water main replacement program, 2.) Align paving restoration from the gas disaster with the water main replacement program, 3.) Alleviate brown water conditions through increased investment, and 4.) Fully take advantage of state financing programs. The plan, which was implemented in FY 2020, requires an annual 5% increase in water rates in FY 2021, FY 2022 and FY 2023. Following FY 2023, the plan requires that rates be increased by 3.5% for the following five years. Based on the plan, the Town will proceed with an historic \$6M annual investment in the water main replacement program in each year the rate is increased by 5% and with a \$5M annual investment in the succeeding five years based on a 3.5% annual increase in rates. The plan allows the Town to (i) reduce the schedule of the water main replacement program from 27 years to 15 years and to (ii) directly align both the repaving program associated with the gas disaster and the water main replacement program. This has provided the Town with the opportunity to capitalize on one-time revenues to efficiently address the aging water distribution system in the parts of Town impacted by the gas disaster. Furthermore, the Town sought and received approval from the State to take advantage of the State Revolving Fund Program (SRFP), which provides low interest loans for water infrastructure improvements that result from extraordinary events.

The Water Enterprise Fund continues to benefit from the ninety-nine year agreement through which the Town provides the Town of North Reading 100% of its potable water. The agreement will yield over \$1B in new revenue over its term and will subsidize the Water Enterprise Fund's operating and capital budgets by approximately 33%.

Pursuant to the prior rate study conducted in 2016, sewer rates will continue to increase by 2.5% in FY 2021. Both the FY 2021 recommended operating and capital water and sewer budgets are reflective of the rate structures adopted by the Select Board.

## Sustainability & Energy Conservation

The FY2021 Town and School Energy Initiatives Program continues our efforts to modernize and upgrade our building systems. School energy initiatives include retrofits of system pumps with variable frequency drive (VFD) units and phasing out of pneumatic controls to digital controls. Additionally, new condensing boilers will be installed in Doherty Middle School, and LED lighting will be installed in South Elementary School.

## Capital Improvement Program & Maintaining Capital Capacity

The Town Manager's Recommended Capital Improvement Program for FY 2021 totals \$25,537,187. The following revenue sources provide the funding for the projects:

▪ General Fund Revenue	\$ 4,311,108
▪ General Fund Borrowing	\$ 7,442,000
▪ Use of Free Cash	\$ 3,560,000
▪ General Fund Exempt Borrowing	\$ - 0 -
▪ Special Dedicated Funds	\$ 1,564,279
▪ Water and Sewer Enterprise Funds	<u>\$ 8,549,350</u>
Total Recommendation	\$25,426,737

***Establishing a “Target”***

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

Consistent with the Town’s legacy of prudent financial planning and commitment to fiscal stability, we have continued to make a major commitment in developing a CIP that establishes predictability and consistency in the capital planning process. Town staff, departments, and Senior Management have been challenged to carefully plan future year requests. The key to successful capital planning requires aligning projects with departmental priorities and scheduling major capital investments in a manner that responsibly integrates with the Town’s debt schedule. Over the past year, I have presented a spending target that is both sustainable in the context of the limitations of Proposition 2 ½ and that ensures we are able to meet the long-term needs of our community. The non-exempt target has been increased from 5.72% to 5.9% to reflect the reduction in cable fees which have been used as an offset to the CIP. Over the past three years, the CIP has recommended an average of \$329,290 (three-year average) be used to fund technology and the student device program. We have anticipated the reduction in these funds for several years and as a result need to increase the target to 5.9% in order to fully fund the CIP at the same level as prior years. The recommended FY 2021 CIP is balanced and supports investments in all functions of Town government within the context of our target. The framework of the target is as follows:

The FY 2021 Recommended CIP is within the target. Consistent with every year’s CIP, future years assume the use of Free Cash. While the plan will evolve as we move forward, below is a summary of anticipated expenditures, and the financing plan for the next five years:

<b><i>General Fund</i></b>	<b><i>FY2021</i></b>	<b><i>FY2022</i></b>	<b><i>FY2023</i></b>	<b><i>FY2024</i></b>	<b><i>FY2025</i></b>
<i>Prior Non-Exempt Debt</i>	6,016,465	5,835,462	5,286,083	5,032,176	4,814,650
<i>Capital Projects from Taxation</i>	4,311,108	5,797,018	5,115,427	5,172,364	4,569,712
<i>New Non-Exempt Debt Service</i>	-	806,580	1,818,293	2,845,768	3,890,556
<i>Non-Exempt Debt To Be Issued FY20/FY21</i>	1,022,911	1,641,197	1,934,712	1,888,357	1,841,552
<b><i>Total Non-Exempt Tax Burden</i></b>	<b>11,350,484</b>	<b>14,080,257</b>	<b>14,154,515</b>	<b>14,938,665</b>	<b>15,116,470</b>
<i>Pro Forma Adjusted Revenue Budget</i>	191,355,483	192,943,380	199,357,612	206,064,625	212,946,986
<i>Budget for Plan at 6%</i>	5.90%	6.00%	6.00%	6.00%	6.00%
<i>Plan as % of Adjusted Revenues</i>	11,481,329	11,576,603	11,961,457	12,363,877	12,776,819
<i>Potential Use of Free Cash</i>	-	2,503,654	2,193,058	2,574,788	2,339,651
<i>Variance from Budget</i>	(130,845)	2,503,654	2,193,058	2,574,788	2,339,651

### ***Capital Project Fund (General Fund Revenue)***

The recommendation for the Capital Project Fund is \$4,311,108 from General Fund Revenues. The recommendation is \$2,911,022 for funding Town department requests and \$1,400,086 for School Department requests. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years. The FY 2021 recommended CIP, for a third year, does not include funding for textbooks, as this will continue to be funded through the school operating budget.

### ***Free Cash***

Free Cash will continue to provide significant opportunities in FY 2021, with \$3,560,000 available for capital projects.

I am recommending \$1,100,000 for a Turf Field Complex at High Plain/Wood Hill, which will leverage a match of private funds in the amount of \$750,000 from the Andover Soccer Association. \$950,000 will be dedicated to the establishment of a Sidewalk Program, which will provide \$600,000 for the installation of new sidewalks and \$350,000 for the replacement of existing sidewalks. For the Merrimack River Access project, \$510,000 is recommended from Free Cash for the construction of the road that will provide public access to the river.

The sum of \$625,000 is recommended for meeting room expansion and public access improvements at the Town Offices. Recognizing the Town's designation under the Municipal Vulnerability Program, this year's CIP would appropriate \$250,000 to establish a Tree Management Fund for the planting of new trees as well as the removal and maintenance of hazardous trees. This would be the most significant investment the Town has ever made to support its tree inventory and tree management program. Finally, in accordance with the theme of this year's CIP, \$125,000 is recommended for the design of an access bridge that will provide connectivity of the trail systems off of Dale Street, and the design of an accessible trail at Haggetts Pond.

This use of Free Cash is consistent with a multi-year plan to grow the balance available for appropriation and with the Department of Revenue (DOR) guidelines that Free Cash, as a nonrecurring revenue source, should be restricted to paying one-time expenditures, funding capital projects or replenishing reserves.

### ***General Fund Borrowing***

General Fund Borrowing includes several projects totaling \$7,442,000 for FY 2021. The sum of \$4,080,000 is recommended for major school projects, which include the floor replacement and renovations at the Andover High School Field House, the roof replacement at Sanborn Elementary School. The recommendation is consistent with the School Department's priority to install air conditioning at the elementary schools. \$300,000 is recommended for Town and School energy initiatives. Other important projects funded from borrowing include: replacement of fire rescue apparatus, public safety communication systems, public works vehicles, and storm drain improvements

### ***General Fund Exempt Borrowing***

There are no major capital projects recommended this year that require General Fund Exempt Borrowing, and therefore no Proposition 2½ debt exemption vote is necessary.

The West Elementary Building Committee continues its work in accordance with the project's acceptance in the Massachusetts School Building (MSBA) program. This past fall, the committee selected an architecture firm for the school, a significant milestone in the project timeline.

The Andover High School Feasibility Study Committee has developed several building scenarios that include potential renovations, an addition to the existing High School and a possible construction of a new high school. The MSBA did not accept the high school into its program during the most recent round of funding. The Feasibility Study is continuing to evaluate the options and is expected to make a recommendation to the School Committee this spring.

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

### ***Special Dedicated Funds***

There are two projects recommended from Special Dedicated Funds: Chapter 90, Major Annual Road Maintenance, is recommended at \$1.36M. For the purchase of technology devices for students, \$200,000 is recommended from Cable Funds.

### ***Water and Sewer Enterprise Funds***

The Water and Sewer Enterprise Fund will support seven recommended projects for FY 2021 totaling \$8,549,350. This year it is recommended that \$6,000,000 be appropriated for the continuation of the major water main replacement program. Additional requests include \$1,574,350 for the Shawsheen Pump Station, \$100,000 to continue the hydrant replacement program, \$225,000 for water and sewer vehicles, \$450,000 for granular activated carbon replacement, \$150,000 for inflow/infiltration removal program and \$50,000 for minor sanitary sewer collection improvement.

As outlined above, the requests for FY 2021 are consistent with the Five-Year Water & Sewer Rate Structure adopted by the Select Board in 2019. The model assumes an annual 5% increase in water rates for the next three fiscal years, which provides the Town with the resources to accelerate the overall water main replacement program by approximately 12 years and to integrate the water main work with the road restoration efforts that are being funded by the settlement with Columbia Gas over the next four years. The model includes funding for extensive capital investments in both the water and sewer systems, including upgrades at the water treatment plant and increasing the funding for major water main replacement by \$2,000,000.

## **Future Budget Performance and Outlook**

The Town must remain committed to the tenets of the long-range financial plan. Growing obligations and sharp annual increases in fixed costs such as retirement and health insurance pose challenges to our ability to present a balanced budget that meets the expectations of the community. The long-range financial plan indicates that the Town will face budget deficits in future years, and the Town & School, along with our employees, will have to work collaboratively to address the associated impacts and develop innovative solutions to mitigate the burden. Andover has been fortunate to have realized historic economic growth across property classifications in FY 2018 and FY 2019. While this historic growth has significantly reduced the projected deficits in future years, it cannot be relied on to continue. Our community must be cognizant of the impact our obligations have on our operating budget. Addressing future deficits will require community dialogue and decisions about how to finance the Town's major obligations.

## **Resident & Business Experience**

The Town has continued to evolve, adapt and find innovative ways of providing 21st century services in light of increasing expectations for information, data-driven decision making and effective and dynamic communications. This effort has focused on improving the "customer experience" with the goal of providing residents and business with a first-class experience when interacting with the Town, whether that experience is transactional, information seeking or bringing forward a concern.

We have taken several steps in the right direction and will continue to prioritize this approach in FY 2021. Andover has launched “Andover Central” and is the first Town in the Commonwealth to develop and manage a 311 Center. Andover Central provides users with the opportunity to find answers to questions through the comprehensive knowledge base, to file a concern or complaint and have the ability to track progress or to simply ask a question by dialing 311 or submitting it through the web portal. In addition, we have built-out our communication platforms and maintain a robust presence on the web and through all social media channels. Residents have the ability to choose how they receive communications and it has been our collective mission to meet residents on platforms where they are most comfortable communicating.

The FY 2021 recommended budget will reinforce our commitment to these initiatives and build on the framework that has been established in FY 2020 and years prior. We are preparing to make physical improvements to Town Offices and other public buildings that will promote public participation and further enhance the experience of visitors to Town Offices and public buildings. Improvements include expanding public meeting spaces, making offices and transaction counters compliant with the Americans with Disabilities Act (ADA) and creating a permitting center that allows one-stop shopping for both businesses and residents.

The Town sought and received a grant in 2019 from the Commonwealth to make innovative customer service improvements. The funds will be used to build a one-of-a-kind mobile Town Hall vehicle. Our mobile Town Hall will give us the ability to replicate the transactional experience, currently offered only at Town Offices, in other parts of the Town. From dog licenses to paying tax bills, mobile Town Hall will give residents a new option at locations that are most convenient to them. The mobile Town Hall will also have the capacity to serve as an information center during storms, power outages and other significant events requiring a Town presence.

These initiatives have been led by Patrick Lawlor who will assume the responsibilities of Assistant Town Manager on March 1st. While there is no financial impact as a result of the assignment of these responsibilities, the concept of providing exceptional services and effective communication when combined with our efforts to build our analytic capacity, warrants a title and level of oversight that will provide the Town with the ability to implement these concepts at all levels of the organization. This work continues to represent a shift in the organization’s philosophy and culture as it relates to 21st century service delivery and I have the utmost confidence in Mr. Lawlor’s ability to lead the way.

### **Aligning Select Board Goals & Objectives with Budget Priorities**

Over the past several years we have made incremental modifications to the budget process and to the document itself in order to better align the budgeted priorities with those of the Select Board. I am pleased to report that the funding decisions contained in the FY 2021 budget fully integrate the Board’s priorities that have been memorialized in the form of goals and objectives and that have been transmitted by the Board at meetings and throughout the course of the year. Below is an overview of how the Board’s input has been integrated into the budget:

#### **Long Range Financial Planning**

- The budget was developed based on a revenue recommendation that was reviewed and adopted by the Revenue and Expenditure Task Force
- The annual increase in the average tax bill was used as a guide to develop departmental budgets and maintains the ten-year average increase of 3.64% and may be further reduced to result in a 3.65% increase for FY 2021 by reducing pension funding
- Accelerates funding for both pension and OPEB unfunded liabilities through increases in employee and retiree contributions, the unfunded liability offset and general fund appropriations

#### **Citizen Response Management and Engagement**

- Funding for Andover Central has been fully incorporated into FY 2021 budget
- Settled collective bargaining agreements now including language that allows for cross-training and improved interdepartmental cooperation
- Establishes Resident & Business Experience function within the Town Manager’s Office and under the direction of the Assistant Town Manager
- Funding for improvements to Town Offices and other public buildings in order to provide for better access and expanded meeting room spaces

**Capital Improvements**

- Establishment of Sidewalk Improvement Program
- Funds for comprehensive Street Tree Program
- Improvements to public buildings including ADA enhancements and energy upgrades

**Downtown Andover & Historic Mill District**

- Increased Parks & Grounds personnel dedicated to the upkeep and maintenance of downtown and surrounding public facilities and assets
- Funds for professional support to assist with the disposition of 11 Lewis Street (Town Yard)

**River and Open Space Access**

- Funds to establish permanent access to the Merrimack River through the Heffron Right of Way
- Creation of part-time Land Manager position in the Conservation Division

**Energy & Sustainability**

- Fully funds Sustainability Coordinator position
- Funds to develop a comprehensive greenhouse gas inventory in order to begin drafting a climate and sustainability action plan

I am pleased that we are in a position to make progress in each of these areas within the context of the annual operating and capital budgets and without adding to the number of full time, benefited positions. As a matter of policy, we continue to carefully review every vacancy and consider the needs of the whole organization when making decisions on how to fill these positions. This process has provided the Town with the opportunity to meet the changing needs of the organization and the expectations of the residents without having to increase the number of full time, benefited employees. Below is a summary of personnel changes included in the FY 2021 budget:

	<b>Department</b>	<b>Title</b>	<b>FY 2020 Budget</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>Benefited</b>
Addition	Sustainability	Sustainability Coordinator	0.00	1.00	1.00	Yes
Addition	Public Works	Public Grounds Laborer	0.00	0.00	1.00	Yes
Addition	Conservation	Land Manager	0.00	0.00	0.40	No
Reduction	Information Technology	Solutions Manager A	0.8	0.10	0.00	Yes
Reduction	Treasurer's Office	Office Administrator	1.00	1.00	0.00	Yes
Modification	Information Technology	Solutions Manager B	0.8	1.00	1.00	Yes
Modification	Information Technology	Solutions Manager C	0.00	0.50	0.50	No
Modification	Information Technology	Support Technician	0.7	0.7	1.00	Yes
Modification	IT/Police	Public Safety Network Administrator	1.00	1.00	1.00	Yes
		<b>Total FTEs</b>	<b>3.30</b>	<b>4.30</b>	<b>4.90</b>	
		<b>Total Benefited FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	

## Conclusion

We remain committed to meeting the expectations of Andover residents. The FY 2021 Recommended Budget is reflective of our collective efforts to provide exceptional services and of our commitment to continue working towards improving our community. This year's budget provides the Town with the opportunity to make meaningful progress towards each of the Select Board's goals including: Long Range Financial Planning, Citizen Response Management and Engagement, Capital Improvements, Downtown Andover & Historic Mill District, River and Open Space Access and Energy & Sustainability. The Administration and Senior Management Team will continue to collaboratively develop creative approaches that will position the Town to effectively confront our complex challenges and to improve and enhance services within the constraints of our available resources.

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

I would like to thank the Select Board for its leadership and policy direction as it relates to the development of the FY 2021 Budget. I want to recognize the Town's Department and Division Heads for their professionalism and commitment to the process. Both their input and institutional knowledge of their departments and the organization proved invaluable. I would like to acknowledge Superintendent of Schools Dr. Sheldon Berman and the School Committee for their collaboration throughout the budget process and I am pleased to be able to release this budget with their support. I want to recognize Executive Assistant Kathryn Forina and Executive Secretary Christine Barraford for all of their assistance and support in facilitating the work that goes into developing the budget. I am most of all indebted to Finance Director Donna M. Walsh and Director of Administrative Services Patrick J. Lawlor who worked nights and weekends to prepare and ensure the quality of this document. I also want to thank Deputy Town Manager Michael A. Lindstrom for providing his guidance throughout the budget process.

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

Respectfully Submitted,



Andrew P. Flanagan  
Town Manager

# SECTION 3



# EXECUTIVE BUDGET SUMMARY

# EXECUTIVE BUDGET SUMMARY

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## THE OVERALL BUDGET

The FY 2021 Town Manager's Recommended Budget totals \$211,698,353. This sum represents a \$11,538,271 or 5.76% increase over the final FY 2020 Budget of \$200,160,172. The sum of \$200,684,197 is currently being recommended for the Article 4 Operating Budget, which includes the budgets for all Town Departments, the School Department, Water and Sewer Enterprises, and Fixed/Shared Obligations. An additional sum of \$11,014,156 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles.

## TOWN DEPARTMENTS

The FY 2021 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$43,497,093. This represents a \$1,389,548 or 3.3% increase over the FY 2020 appropriation of \$42,107,545. The FY 2021 budget recommendation includes Personal Services and Operating Expenses for all Town departments. The FY 2021 Recommended Budgets for the Water and Sewer Enterprises are \$5,501,805 and \$3,188,979 respectively.

## SCHOOL DEPARTMENT

The Town Manager's FY 2021 Recommended Budget for the School Department is \$89,246,700. This sum represents a \$3,316,892 or 3.86% increase over the FY 2020 appropriation of \$85,929,808. The Town Manager has not yet had the opportunity to review the School Superintendent's budget request in detail, which will be subject to review by the School Committee, Finance Committee, and Select Board prior to the 2020 Annual Town Meeting in April.

### FIXED COSTS AND OBLIGATIONS

**Regional High Schools.** For FY 2021, the sum of \$695,000 is being budgeted to cover the estimated expenses of Andover students enrolled in both the Greater Lawrence Technical High School and the Essex North Shore Agricultural and Technical School. This is a preliminary estimate and may change when the two Regional School Committees vote on their appropriations in the coming months.

**Debt Service.** The sum of \$16,873,972 is recommended for Debt Service in FY 2021. The debt service for several School Building projects and the Public Safety Center was financed through Proposition 2½ debt exclusions. Most of the increase in FY 2021 is related to borrowing for the construction of the New Ballardvale Fire Station, the renovation of the Center at Punchard and Water Main Construction. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges.

# **EXECUTIVE BUDGET SUMMARY**

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**Employee Health Insurance.** The sum of \$22,338,257 is recommended for FY 2021. This figure provides for an estimated 4% rate increase, as well as for an additional number of new subscribers and retirees in FY 2021. The budgeted amount is net of estimated savings generated from OPEB Reform (\$951,054) and from a change in employee/employer premium contributions effective July 1, 2017 (\$595,703). This preliminary amount is subject to change based on the results of the rate setting process currently underway.

**Retirement Fund.** The sum of \$13,610,301 is recommended for FY 2021. This appropriation is an increase of \$2,199,946 or 19.2% over FY 2020. The amount reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2035 using a discount rate of 7.00% as well as an additional contribution of \$1,700,000 from higher than expected FY 2020 new growth.

## **CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Projects Fund appropriation for FY 2021 totals \$4,311,108 and is based on allocating 6.0% of adjusted revenues to this purpose. A summary of the proposed FY 2021 CIP is included in the Section 8 of this document.

## **WARRANT ARTICLES & OFFSET EXPENDITURES**

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

## **REVENUES**

At this time it is projected that the total revenue and other funding sources available and recommended for the FY 2021 Budget is \$211,698,353. Property taxes account for 73.65% of the Town's total revenue sources available to fund the FY 2021 budget. Local revenues sources account for 6.38% of the budgeted revenues, while State Aid contributes 6.71%, and Water and Sewer receipts 7.46%. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

**Property Taxes.** FY 2021 Property Taxes are recommended at \$155,926,333. This is a 5.4% increase over FY 2020 actual taxes as approved by the MA Dept of Revenue on December 17, 2019, and includes \$300,000 in unused levy capacity. There is also an additional \$3,530,110 of property taxes attributed to the Proposition 2½ debt exemptions for previously approved building projects. New Growth has been estimated at \$1,931,422 for FY 2021, representing a 10-year average.

## EXECUTIVE BUDGET SUMMARY

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**State Aid.** The sum of \$14,211,831 is included in revenues to reflect Andover's estimated State Aid for FY 2021. This number is based on the Governor's recently released FY 2021 budget and reflects an increase of \$235,952 or 1.68% over the Town's FY 2020 State Aid of \$13,975,879.

**Local Revenues.** Local revenues are projected at \$15,802,400 for FY 2021. This figure includes \$2,304,510 of departmental receipts used to offset the respective budgets. The Local Revenue figure reflects minimal increases in several categories and generally represents a five year average of the majority of the local revenue categories adjusted for actual and projected activity.

**Water and Sewer Enterprise Funds.** The Water and Sewer Enterprise revenues are projected at \$15,979,666 for FY 2021.

**Free Cash.** The Town's Free Cash that will be available for the 2020 Annual Town Meeting is \$9,563,348. The Recommended FY 2021 Budget proposes to appropriate \$3,560,000 from Free Cash for various capital projects. There is no use of Free Cash being proposed to support operating budgets.

# EXECUTIVE BUDGET SUMMARY

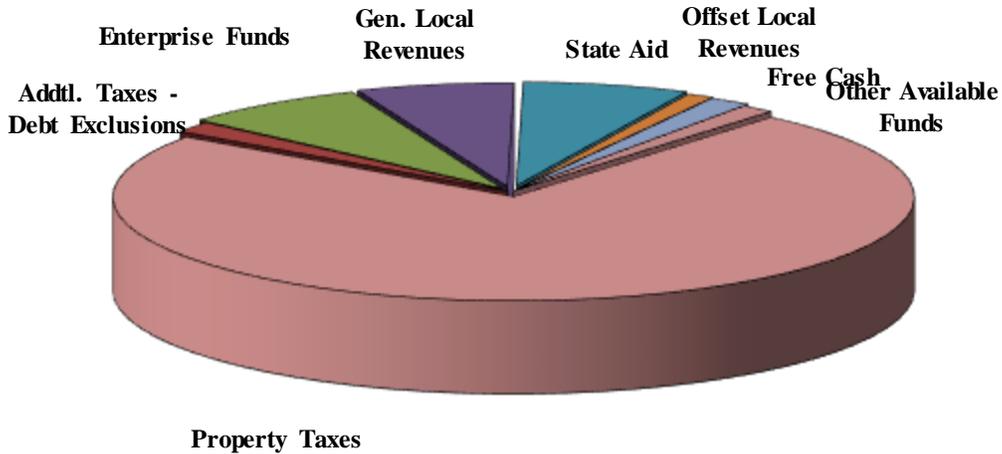
## TOTAL FY21 RECOMMENDED BUDGET SUMMARY

<u>REVENUES</u>	<b>FY 2020</b>	<b>FY 2021</b>		
	<u>Approved</u>	<u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
Property Taxes	\$147,828,886	\$155,926,333	\$8,097,447	5.47%
Addtl. Taxes - Debt Exclusion	\$3,782,989	\$3,530,110	(\$252,879)	-6.68%
State Aid	\$13,975,879	\$14,211,831	\$235,952	1.68%
General Local Revenues	\$13,086,138	\$13,497,890	\$411,752	3.14%
Water & Sewer Enterprises	\$14,686,689	\$15,797,666	\$1,110,977	7.56%
Offset Dept Revenues	\$2,273,992	\$2,304,510	\$30,518	1.34%
Other Avail. Funds - Budget	\$436,923	\$460,656	\$23,733	5.43%
Other Avail. Funds - Articles	\$1,478,676	\$2,409,357	\$930,681	60.75%
Free Cash	<u>\$2,610,000</u>	<u>\$3,560,000</u>	<u>\$950,000</u>	<u>36.40%</u>
	<b>\$200,160,172</b>	<b>\$211,698,353</b>	<b>\$11,538,181</b>	<b>5.76%</b>

<u>EXPENSES</u>	<b>FY2020</b>	<b>FY2021</b>		
	<u>Approved</u>	<u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
School Department	\$85,929,808	\$89,246,700	\$3,316,892	3.86%
Town Departments	\$42,107,545	\$43,497,093	\$1,389,548	3.30%
Health Insurance	\$21,340,842	\$22,338,257	\$997,415	4.67%
Debt Service	\$15,149,623	\$16,873,972	\$1,724,349	11.38%
Retirement	\$11,410,355	\$13,610,301	\$2,199,946	19.28%
Water & Sewer	\$8,335,066	\$8,690,784	\$355,718	4.26%
Other Obligations	\$5,670,373	\$5,733,628	\$63,255	1.10%
Capital Projects Fund	\$3,963,698	\$4,311,108	\$347,410	8.76%
Offset Expenditures	\$2,273,992	\$2,304,510	\$30,518	1.34%
Warrant Articles	<u>\$3,978,870</u>	<u>\$5,092,000</u>	<u>\$1,113,130</u>	<u>27.9%</u>
	<b>\$200,160,172</b>	<b>\$211,698,353</b>	<b>\$11,538,271</b>	<b>5.76%</b>

# EXECUTIVE BUDGET SUMMARY

## SOURCES OF FUNDS - FY 2021

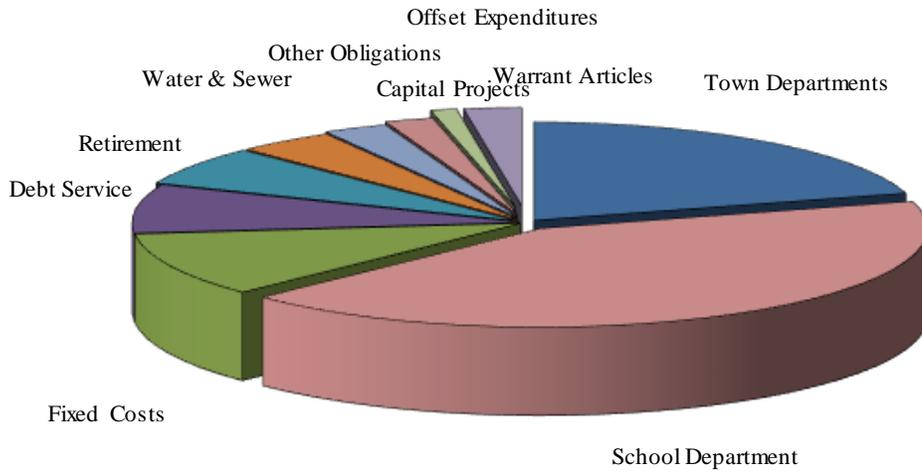


## FY21 REVENUES - 2/7/20

Property Taxes	\$155,926,333	73.65%
Addtl. Taxes - Debt Exclusions	\$3,530,110	1.67%
Enterprise Funds	\$15,797,666	7.46%
Gen. Local Revenues	\$13,497,890	6.38%
State Aid	\$14,211,831	6.71%
Offset Local Revenues	\$2,304,510	1.09%
Free Cash	\$3,560,000	1.68%
Other Available Funds	<u>\$2,870,013</u>	<u>1.36%</u>
	<b>\$211,698,353</b>	<b>100.00%</b>

# EXECUTIVE BUDGET SUMMARY

## USES OF FUNDS - FY 2021



## FY21 EXPENSES - 2/7/20

Town Departments	\$43,497,094	20.55%
School Department	\$89,246,700	42.16%
Health Insurance	\$22,338,257	10.55%
Debt Service	\$16,873,972	7.97%
Retirement	\$13,610,301	6.43%
Water & Sewer	\$8,690,784	4.11%
Other Obligations	\$5,733,627	2.71%
Capital Projects	\$4,311,108	2.04%
Offset Expenditures	\$2,304,510	1.09%
Warrant Articles	<u>\$5,092,000</u>	<u>2.41%</u>
	<b>\$211,698,353</b>	<b>100.0%</b>

# EXECUTIVE BUDGET SUMMARY

## OTHER APPROPRIATION ARTICLES

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

### From Free Cash

Supplemental Appropriations – FY2020 Budget	\$0
Free Cash for the FY2020 Budget	\$0
Appropriations to fund capital requests	\$3,560,000

### From Taxation

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

### From General Fund Borrowing

Public Safety CAD/RMS System	\$332,000
Fire Apparatus Replacements	\$725,000
Fire Bi-Directional Amplifier System	\$300,000
Public Works Vehicles - Large	\$580,000
Minor Storm Drain Improvements	\$300,000
Major Town Projects	\$825,000
Town & School Energy Initiatives	\$300,000
Major School Projects	\$4,080,000

### From Special Dedicated Funds

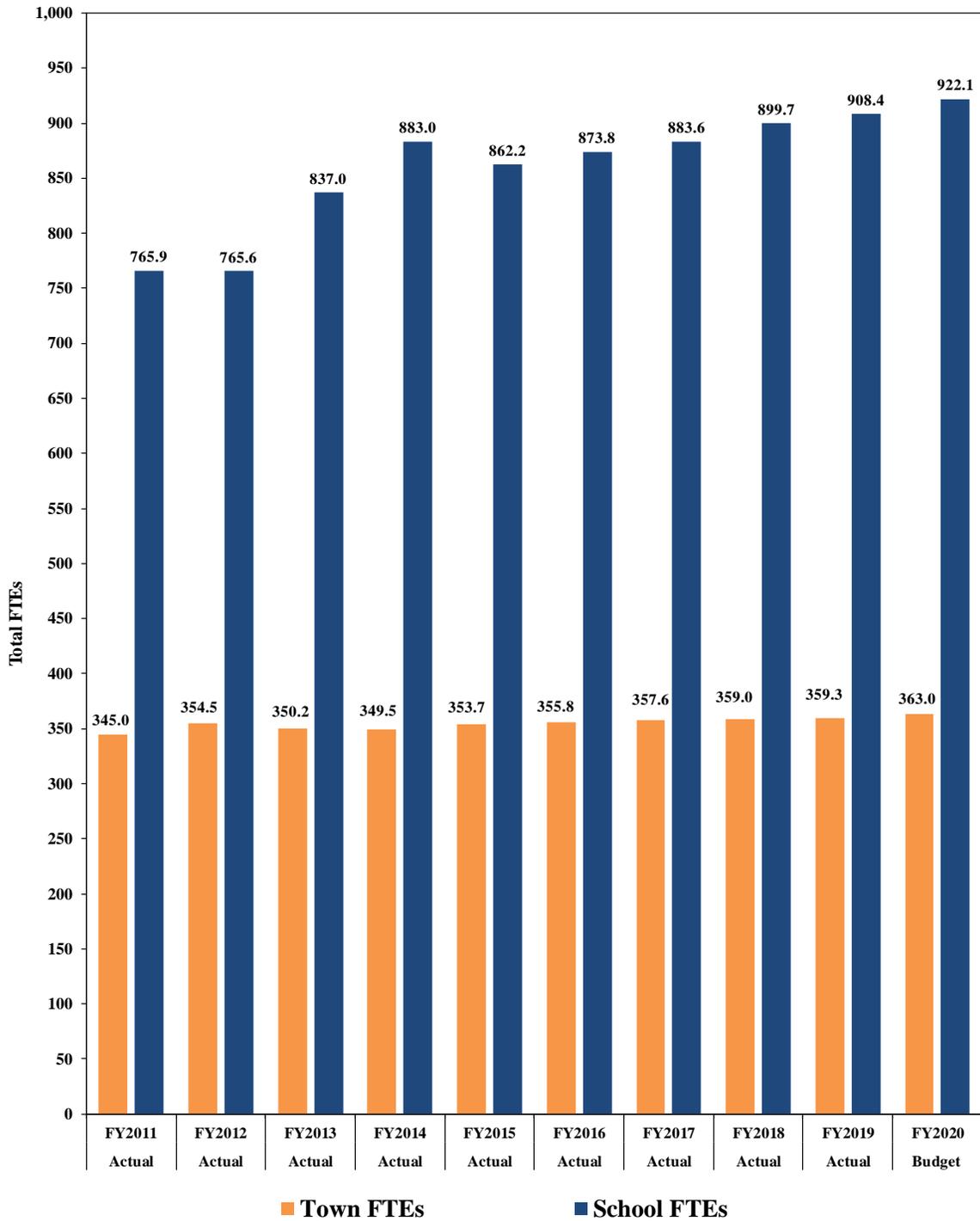
Student Device Refresh (Cable)	\$200,000
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000
Overlay Surplus	\$20,000

### From Water & Sewer Enterprise Funds

Water & Sewer Vehicles (Water Reserves)	\$225,000
Water Main Replacement Projects (Water Borrowing)	\$6,000,000
Hydrant Replacement Program (Water Reserves)	\$100,000
Water Treatment Plant GAC Replacement (Water Reserves)	\$450,000
Shawsheen Pump Station (Sewer Borrowing)	\$1,574,350
Minor Sanitary Sewer Collection System Improvements (Sewer Reserves)	\$50,000
Inflow/Infiltration Removal Program (Sewer Reserves)	\$150,000

# EXECUTIVE BUDGET SUMMARY

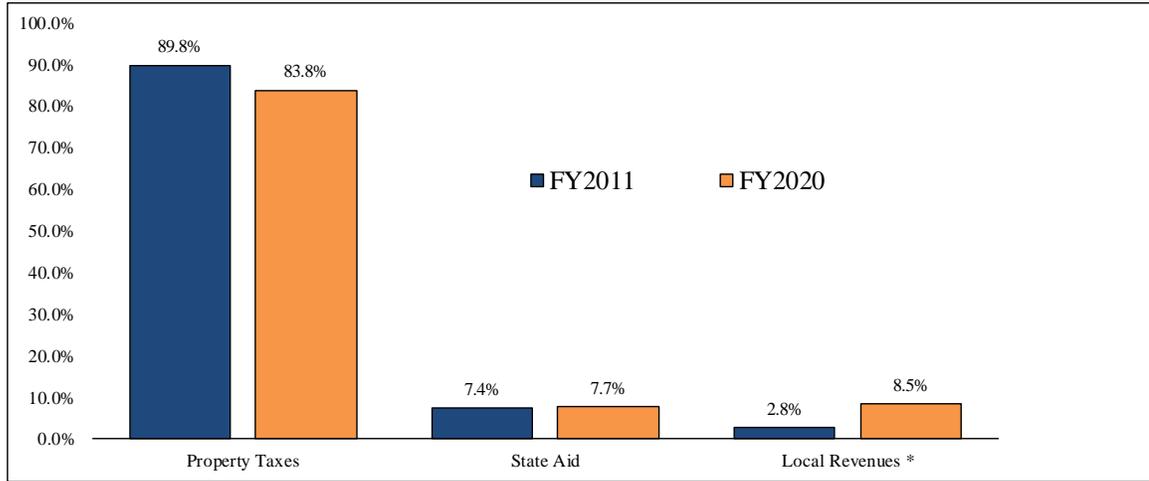
## Town & School Employees (FTEs) FY2011 - FY2020



	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020	Actual 10-Yr FTE Change
Town FTEs	345.0	354.5	350.2	349.5	353.7	355.8	357.6	359.0	359.3	363.0	18.0
School FTEs	765.9	765.6	837.0	883.0	862.2	873.8	883.6	899.7	908.4	922.1	156.2
<b>Total FTEs</b>	<b>1,110.8</b>	<b>1,120.1</b>	<b>1,187.2</b>	<b>1,232.5</b>	<b>1,215.9</b>	<b>1,229.6</b>	<b>1,241.2</b>	<b>1,258.6</b>	<b>1,267.6</b>	<b>1,285.0</b>	<b>174.2</b>

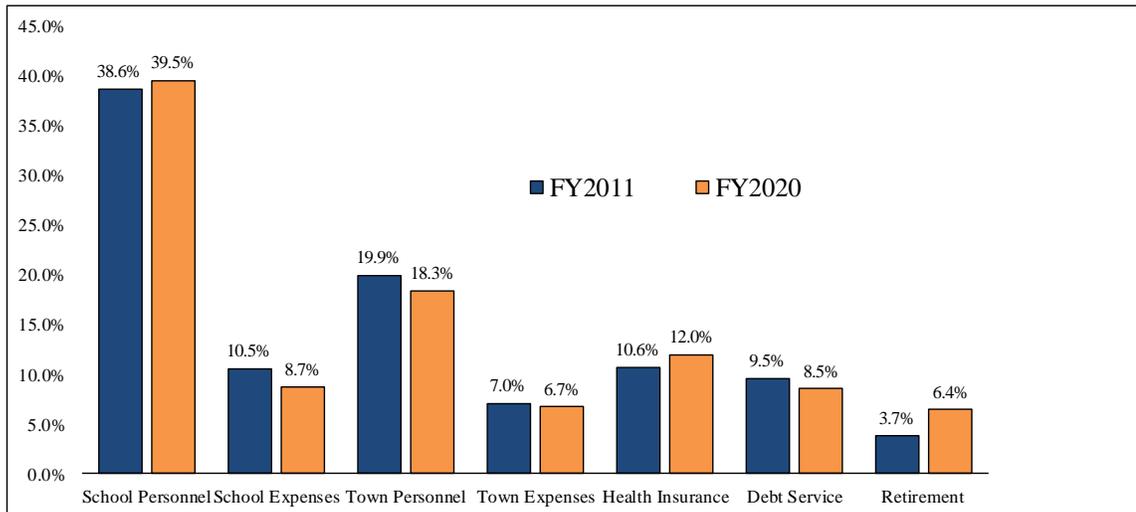
# EXECUTIVE BUDGET SUMMARY

## 10 Year Proportional Change to Major General Fund Revenues FY2011 - FY2020



Major Gen. Fund Revenues	FY2011	Pct. %	FY2020	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$101,771,325	89.8%	\$151,611,875	83.8%	\$49,840,550	49.0%	\$4,984,055	4.9%
State Aid	\$8,402,421	7.4%	\$13,975,879	7.7%	\$5,573,458	66.3%	\$557,346	6.6%
Local Revenues *	<u>\$3,186,166</u>	2.8%	<u>\$15,360,130</u>	8.5%	<u>\$12,173,964</u>	382.1%	<u>\$1,217,396</u>	38.2%
* Including Dept. Offset Receipts	\$113,359,912	100.0%	\$180,947,884	100.0%	\$67,587,972		\$6,758,797	

## 10 Year Proportional Change to Major General Fund Expenditures FY2011 - FY2020



Major G.F. Expenditures	FY2011	Pct. %	FY2020	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$48,629,563	38.6%	\$70,456,403	39.5%	\$21,826,840	44.9%	\$2,182,684	4.5%
School Expenses	\$13,258,858	10.5%	\$15,473,405	8.7%	\$2,214,547	16.7%	\$221,455	1.7%
Town Personnel	\$25,039,206	19.9%	\$32,631,444	18.3%	\$7,592,238	30.3%	\$759,224	3.0%
Town Expenses	\$8,850,028	7.0%	\$11,945,166	6.7%	\$3,095,138	35.0%	\$309,514	3.5%
Health Insurance	\$13,362,241	10.6%	\$21,340,842	12.0%	\$7,978,601	59.7%	\$797,860	6.0%
Debt Service	\$12,002,494	9.5%	\$15,149,625	8.5%	\$3,147,131	26.2%	\$314,713	2.6%
Retirement	<u>\$4,712,055</u>	3.7%	<u>\$11,410,355</u>	6.4%	<u>\$6,698,300</u>	142.2%	<u>\$669,830</u>	14.2%
	\$125,854,445	100.0%	\$178,407,240	100.0%	\$52,552,795		\$5,255,280	

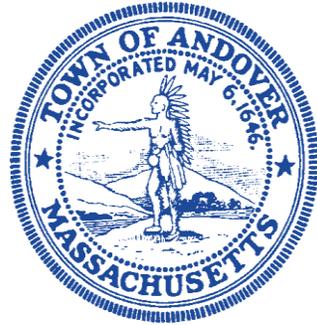
# EXECUTIVE BUDGET SUMMARY

## STATE AID AND ASSESSMENTS

	FINAL FY2015	FINAL FY2016	FINAL FY2017	FINAL FY2018	FINAL FY2019	FINAL FY2020	ESTIMATE FY2021
<b>STATE AID</b>							
Chapter 70 Education Aid	9,042,864	9,191,614	9,768,234	10,066,835	10,595,662	11,668,291	11,840,491
School Construction Reimb SBAB	1,551,356	1,551,356	1,142,103	-	-	-	-
Charter Tuition Assessment Reimbursement	21,637	4,465	8,037	65,374	43,378	28,452	24,786
Reserved for School Lunch and Libraries	77,836	46,140	44,964	45,830	46,474	46,721	46,696
State Owned Property	210,663	210,663	208,157	207,959	207,959	223,355	222,168
Exemptions/Vet,Blind,Surviving Spouse	42,050	41,306	41,767	41,168	39,662	41,074	70,808
Veterans Benefits	81,374	77,771	78,521	55,710	49,780	70,563	56,331
General Government Aid	1,589,987	1,647,227	1,718,058	1,785,062	1,847,539	1,897,423	1,950,551
TOTAL	12,617,767	12,770,542	13,009,841	12,267,938	12,830,454	13,975,879	14,211,831
<b>ASSESSMENTS</b>							
Retired Teachers Health Insurance *	214,134	-	-	-	-	-	-
Mosquito Control Projects	116,017	116,150	128,144	120,316	128,731	128,932	136,814
Air Pollution Districts	13,129	13,272	13,604	13,890	14,247	14,086	14,533
RMV Non-Renewal Surcharge	36,740	36,740	36,740	31,020	31,020	29,720	21,840
MBTA	51,749	58,657	35,280	3,731	-	10,438	15,895
Merrimack Valley Regional Transit Authority	170,867	167,309	192,075	227,075	272,392	231,124	230,833
Special Education	14,395	15,602	16,226	-	37,373	32,844	18,705
School Choice Sending Tuition	6,700	26,467	38,500	76,967	93,703	69,998	54,258
Charter School Sending Tuition	77,765	214,973	152,848	207,011	259,345	201,060	224,371
Essex Tech Inst. Sending Tuition **	-	-	-	-	-	-	-
TOTAL	701,496	649,170	613,417	680,010	836,811	718,202	717,249
<b>NET STATE AID</b>	<b>11,916,271</b>	<b>12,121,372</b>	<b>12,396,424</b>	<b>11,587,928</b>	<b>11,993,643</b>	<b>13,257,677</b>	<b>13,494,582</b>



# SECTION 4



## OPERATING BUDGET REQUESTS FY2021

# ARTICLE 4 FY2021 OPERATING BUDGET

2/7/20					
LINE DEPARTMENT ITEM	EXPENDED FY2018	EXPENDED FY2019	BUDGET FY2020	TM REC FY2021	% CHANGE FY20-FY21
<u>PUBLIC SAFETY</u>					
1 PERSONAL SERVICES	15,738,420	15,203,790	15,967,894	16,397,465	
2 OTHER EXPENSES	<u>1,459,955</u>	<u>1,556,452</u>	<u>1,573,950</u>	<u>1,577,450</u>	
TOTAL	17,198,375	16,760,242	17,541,844	17,974,915	2.47%
<i>Includes \$210,656 Parking Receipts; \$90,000 Detail Fees; and \$1,350,000 Ambulance Collections</i>					
<u>GENERAL GOVERNMENT / IT / CD&amp;P</u>					
3 PERSONAL SERVICES	5,967,447	6,020,370	6,676,109	6,950,662	
4 OTHER EXPENSES	<u>2,139,842</u>	<u>2,194,651</u>	<u>2,160,275</u>	<u>2,176,126</u>	
TOTAL	8,107,289	8,215,021	8,836,384	9,126,788	3.29%
<i>Includes \$25,000 Wetland Filing Fees</i>					
<u>DEPARTMENT OF PUBLIC WORKS</u>					
5 PERSONAL SERVICES	3,443,530	3,380,670	3,548,610	3,720,377	
6 OTHER EXPENSES	<u>5,372,453</u>	<u>4,831,922</u>	<u>5,272,339</u>	<u>5,635,949</u>	
TOTAL	8,815,983	8,212,592	8,820,949	9,356,326	6.07%
<i>Includes \$60,000 Cemetery Revenues</i>					
<u>PUBLIC FACILITIES</u>					
7 PERSONAL SERVICES	2,294,615	2,272,636	2,416,949	2,453,849	
8 OTHER EXPENSES	<u>1,282,239</u>	<u>1,396,212</u>	<u>1,398,600</u>	<u>1,375,450</u>	
TOTAL	3,576,854	3,668,848	3,815,549	3,829,299	0.36%
<i>Includes \$80,000 Rental Receipts and \$8,000 AYF Gift</i>					
<u>LIBRARY</u>					
9 PERSONAL SERVICES	2,057,011	2,124,655	2,215,139	2,255,543	
10 OTHER EXPENSES	<u>647,020</u>	<u>617,387</u>	<u>667,312</u>	<u>659,987</u>	
TOTAL	2,704,031	2,742,042	2,882,451	2,915,530	1.15%
<u>COMMUNITY SERVICES</u>					
11 PERSONAL SERVICES	1,664,177	1,708,768	1,765,477	1,808,993	
12 OTHER EXPENSES	<u>615,815</u>	<u>593,433</u>	<u>672,690</u>	<u>680,690</u>	
TOTAL	2,279,992	2,302,201	2,438,167	2,489,683	2.11%
<i>Includes \$593,510, \$25,000 and \$47,000 in User Fees, \$59,000 Grants and \$22,000 AYF Gift</i>					
<u>UNCLASSIFIED</u>					
13 COMPENSATION FUND	-	-	41,266	174,718	
14 RESERVE FUND	inc above	inc above	<u>200,000</u>	<u>200,000</u>	
TOTAL			241,266	374,718	
<u>TOWN DEPTS. TOTAL</u>					
PERSONAL SERVICES	31,165,200	30,710,889	32,631,444	33,761,607	
OTHER EXPENSES	11,517,324	11,190,057	11,945,166	12,305,652	
<i>Less Budgeted Revenues</i>	<u>(2,519,280)</u>	<u>(2,773,935)</u>	<u>(2,469,065)</u>	<u>(2,570,166)</u>	
NET TOTAL	40,163,244	39,127,011	42,107,545	43,497,093	3.30%

**ARTICLE 4**  
**FY2021**  
**OPERATING BUDGET**

					2/7/20
LINE DEPARTMENT ITEM	EXPENDED FY2018	EXPENDED FY2019	BUDGET FY2020	TM REC FY2021	% CHANGE FY20-FY21
<u>ANDOVER SCHOOL DEPT</u>					
PERSONAL SERVICES	64,225,606	66,754,471	70,381,403	72,500,279	
OTHER EXPENSES	15,111,565	15,756,187	15,473,405	16,668,527	
KINDERGARTEN FEE OFFSET-PERSONAL SERVICES	-	-	75,000	77,895	
15 TOTAL	79,337,171	82,510,658	85,929,808	89,246,700	3.86%
<u>SEWER</u>					
16 PERSONAL SERVICES	339,738	254,166	333,049	346,903	
17 OTHER EXPENSES	<u>2,272,411</u>	2,372,448	<u>2,654,975</u>	<u>2,842,076</u>	
TOTAL	2,612,149	2,626,614	2,988,024	3,188,979	6.73%
<u>WATER</u>					
18 PERSONAL SERVICES	2,037,457	2,015,425	2,056,092	2,178,805	
19 OTHER EXPENSES	<u>3,004,495</u>	3,215,857	<u>3,290,950</u>	<u>3,323,000</u>	
TOTAL	5,041,952	5,231,282	5,347,042	5,501,805	2.89%
TOTAL	7,654,101	7,857,896	8,335,066	8,690,784	
<u>OBLIGATIONS</u>					
20 TECHNICAL SCHOOLS	581,967	592,235	647,149	695,000	7.39%
21 DEBT SERVICE	14,048,506	14,479,615	15,149,625	16,873,972	11.38%
22 GENERAL INSURANCE	901,405	1,370,445	1,064,473	1,370,921	28.79%
23 UNEMPLOYMENT COMP.	160,000	160,000	160,000	160,000	
24 RETIREMENT FUND	9,428,488	10,371,338	11,410,355	13,610,301	19.28%
25 HEALTH INSURANCE FUND	19,257,000	20,662,075	21,340,842	22,338,257	4.67%
26 OPEB	<u>1,264,338</u>	<u>1,416,888</u>	<u>1,569,559</u>	<u>1,631,003</u>	<u>3.91%</u>
TOTAL	45,641,704	49,052,596	51,342,003	56,679,454	10.40%
<i>Includes \$189,000 from Cable Funds, \$71,339 from Premium Reserve</i>					
GRAND TOTAL	175,315,500	181,322,096	190,183,487	200,684,197	
Less Budgeted Revenues	<u>(2,841,118)</u>	<u>(3,013,572)</u>	<u>(2,704,915)</u>	<u>(2,759,166)</u>	
NET TOTAL	172,474,382	178,308,524	187,478,572	197,925,031	5.57%

# TOWN MODERATOR / SELECT BOARD

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## Town Moderator

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

TOWN MODERATOR		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011141	TOWN MODERATOR SALARY					
	5130 PART TIME	\$370	\$310	\$250	\$250	\$250
	TOTAL SALARIES	\$370	\$310	\$250	\$250	\$250
	<b>TOTAL TOWN MODERATOR</b>	<b>\$370</b>	<b>\$310</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>

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## Select Board

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

SELECT BOARD		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011221	SELECT BOARD SALARIES					
	5130 PART TIME	\$15,150	\$13,425	\$16,500	\$18,300	\$17,300
	SUBTOTAL	\$15,150	\$13,425	\$16,500	\$18,300	\$17,300
011222	SELECT BOARD EXPENSES					
	5295 OTHR SVCS	\$1,103	\$53	\$0	\$0	\$0
	5310 OFFICE SUP	\$23	\$125	\$150	\$150	\$150
	5700 UNCLAS EXP	\$2,510	\$2,072	\$4,500	\$4,500	\$4,500
	5710 TRAVEL	\$219	\$0	\$500	\$500	\$500
	5730 DUES/SUBSCRIPTIONS	\$7,636	\$7,824	\$7,800	\$8,000	\$8,000
	SUBTOTAL	\$11,491	\$10,074	\$12,950	\$13,150	\$13,150
	<b>TOTAL SELECT BOARD</b>	<b>\$26,641</b>	<b>\$23,499</b>	<b>\$29,450</b>	<b>\$31,450</b>	<b>\$30,450</b>

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# FINANCE COMMITTEE

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## Finance Committee Description

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

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FINANCE COMMITTEE		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011312	FINANCE COMMITTEE EXPENSES					
5225	POSTAGE	\$0	\$7,974	\$6,200	\$6,200	\$6,200
5270	PRINTING	\$31,066	\$23,600	\$22,000	\$22,000	\$22,000
5295	OTHER SERVICES	\$0	\$15	\$0	\$0	\$0
5310	OFFICE SUP	\$45	\$0	\$100	\$100	\$100
5730	DUES/SUBSCRIPTIONS	\$500	\$345	\$600	\$600	\$600
TOTAL	SUBTOTAL	\$31,611	\$31,934	\$28,900	\$28,900	\$28,900

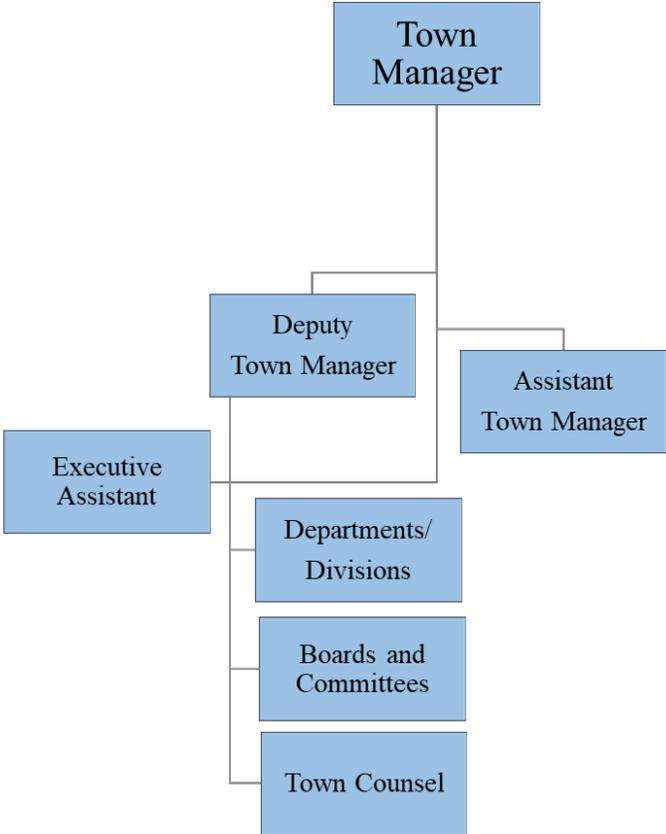


# TOWN MANAGER



## Mission Statement

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



# TOWN MANAGER

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## Department Description

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

## 2019-2020 Goals and Objectives

### Long Range Financial Planning

Continue adhering to the principles established over the last three years to provide a thoughtful and collaborative approach to the town's financial planning

- Work with the Revenue & Expenditure Task Force for the purposes of facilitating and leading a community discussion on revenue estimates and future structural deficits and potential impacts to service delivery and to develop a Revenue Recommendation for the FY 2021 Operating Budget
- Develop a framework and tool for understanding property tax impacts as it relates to both operational and capital budgeting and develop the FY 2021 budget so that the annual increase in the average tax bill does not exceed that of the ten year average (3.65%) subject to the Board's application of the tax classification shift. Opportunities to mitigate future tax impacts resulting from the Town's unfunded liabilities should be presented to the Board as appropriate
- Continue to aggressively and creatively address fixed costs and obligations throughout the planning, budgeting, and collective bargaining process and to provide the Select Board with an update on progress and opportunities to further reduce the Town's unfunded liabilities at Select Board and/or Tri-Board Meeting

### Citizen Response Management and Engagement

Continue to develop citizen response capabilities focused on how we serve the public

- Launch new and comprehensive citizen response management function in summer 2019
- Begin to design a new approach that centralizes primary customer service functions for residents and businesses who engage with the Town of Andover. Explore investments in technology and realignment of resources to maximize the user experience with Town government and make appropriate recommendations through the capital improvement program
- Reorganize existing resources to maximize productivity and establish efficiencies through collective bargaining when necessary (Ongoing)
- Begin development of a performance management system for the purpose of establishing metrics for specific functions of the organization and provide the Select Board with an update in fall of 2020
- Develop and disseminate Citizen Survey in fall 2019/winter 2020
- Continue to expand effective communication systems with the public through a variety of media, including social and digital media and public forums and information sessions. (Ongoing)

### Capital Improvements

Develop, maintain and manage a balanced Capital Improvement Program within the limitations of Proposition 2 ½ and develop plans for future exempt building projects

- Manage the transition to the new Municipal Services Facility from the existing Town Yard
- Finalize the design for the renovation and expansion of the Senior Center and begin construction in winter 2020. Effectively implement the transition plan for Elder Services Division as a result of the project over the fall of 2019 and the winter of 2020.
- Finalize the design for the new Ballardvale Fire Station and begin construction in winter 2020
- Plan for functionality improvements to Town Offices with a focus on meeting space, customer service, and user experience, and develop plan for implementation in fall of 2020

## TOWN MANAGER

- Begin to implement the Gas Disaster Recovery Plan and provide incremental updates to the Select Board
- Develop plan for new sidewalk installations as part of the FY 2021-FY2025 Capital Improvement Program
- Work with the School Committee, West Elementary Building Committee, and Andover High School Building Committee to identify funding strategies for school building projects.

### Downtown Andover & Historic Mill District

Continue to seize opportunities for business development in our downtown that creates a downtown experience that is consistent with the 2012 Master Plan

- Finalize, design and manage the parking and hardscape improvement project behind Old Town Hall
- Finalize a community-authored RFP guiding disposition and redevelopment of the Old Town Yard site in anticipation of fall 2019 Special Town Meeting. The redevelopment will increase connectivity between the downtown and the Historic Mill District and transform the parcel into a vibrant gateway to the heart of the community.
- Pending Town Meeting approval, develop plan and process for disposition of 11 Lewis Street

### River and Open Space Access

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

- Finalize, design and develop budget and plan for Merrimack River Access Project along the Heffron Right of Way and the Greater Lawrence Technical School easement
- Increase access to our region's most scenic resources by constructing public pathways for recreation (Ongoing)

### Energy & Sustainability

Continue to adhere to and expand upon the principles of being a Green Community, including investment in fuel efficient vehicles and alternative energy sources and identify dedicated resources within the FY 2020 budget to support these efforts

- Identify a dedicated funding resource to advance Town wide Sustainability goals, including personnel changes and/or the execution of contract(s) for professional services, which shall be funded within the FY 2020 approved budget, while not increasing the number of full time, benefited employees and seeking available private and public grants and regional opportunities.
- Identify a Sustainability Coordinator to develop a climate and sustainability action plan to address climate impacts, disaster preparedness, and sustainability for town and residents
- Work with Andover Green Advisory Board to evaluate Community Choice Aggregation options and make recommendation to the Select Board in fall of 2019
- Explore opportunities to invest in Climate Resiliency through the Municipal Vulnerability Preparedness (MVP) grant program and submit application for funding to support recommendations of the plan
- Develop a plan and scope for a Street Tree program including establishing a budget that plans for the removal of hazardous trees and the replanting of trees that are appropriate for their surroundings and environment

# TOWN MANAGER

<b>Position Classification</b>	<b>FTE FY2018</b>	<b>FTE FY2019</b>	<b>FTE FY2020</b>	<b>REQ FY2021</b>	<b>TMREC FY2021</b>	<b>TMREC FY2021</b>
<b>TOWN MANAGER</b>						
Town Manager	1.0	1.0	1.0	1.0	1.0	226,000
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	139,567
Assistant Town Manager (1)				1.0	1.0	110,334
Executive Assistant	1.0	1.0	1.0	1.0	1.0	79,020
Dir. Business, Arts & Cultural Develop. (2)		1.0	1.0			
	3.0	4.0	4.0	4.0	4.0	554,921
(1) - Transfer from Finance						
(2) - Transfer to CD&P						

<b>TOWN MANAGER</b>		<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2021</b>
<b>GENERAL GOVERNMENT</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
011231	TOWN MANAGER SALARIES					
	5110 REG WAGES	\$412,439	\$467,871	\$505,087	\$554,921	\$554,921
	5120 OVERTIME	\$4,404	\$0	\$0	\$0	\$0
	SUBTOTAL	\$416,843	\$467,871	\$505,087	\$554,921	\$554,921
011232	TOWN MANAGER EXPENSES					
	5220 TELEPHONE	\$482	\$860	\$600	\$600	\$600
	5250 ADVRTSNG	\$338	\$759	\$0	\$0	\$0
	5270 PRINTING	\$1,774	\$2,963	\$2,500	\$2,500	\$2,500
	5231 TRANSPORTATION ALLOWANCE	\$9,000	\$6,000	\$6,000	\$6,000	\$6,000
	5295 OTHR SVCS	\$20,619	\$20,933	\$8,000	\$8,000	\$8,000
	5310 OFFICE SUP	\$1,994	\$1,683	\$500	\$500	\$500
	5394 SUPPLIES/BOOKS	\$19	\$44	\$200	\$200	\$200
	5490 EVENTS	\$0	\$3,480	\$3,000	\$0	\$0
	5504 TECHNOLOGY	\$0	\$888	\$0	\$25,000	\$0
	5710 TRAVEL	\$7,874	\$3,977	\$5,000	\$5,000	\$5,000
	5715 PROFESSIONAL DEVELOPMENT	\$10,414	\$14,055	\$12,000	\$12,000	\$12,000
	5720 TRAVEL OUT-OF-STATE	\$4,519	\$2,554	\$5,000	\$5,000	\$5,000
	5730 DUES/SUBSCRIPTIONS	\$6,641	\$5,859	\$3,500	\$3,500	\$3,500
	SUBTOTAL	\$63,674	\$64,055	\$46,300	\$68,300	\$43,300
	<b>TOTAL TOWN MANAGER</b>	<b>\$480,517</b>	<b>\$531,926</b>	<b>\$551,387</b>	<b>\$623,221</b>	<b>\$598,221</b>

<b>Position Classification</b>	<b>FTE FY2018</b>	<b>FTE FY2019</b>	<b>FTE FY2020</b>	<b>REQ FY2021</b>	<b>TMREC FY2021</b>	<b>TMREC FY2021</b>
<b>SUSTAINABILITY</b>						
Sustainability Coordinator				1.0	1.0	84,745
				1.0	1.0	84,745

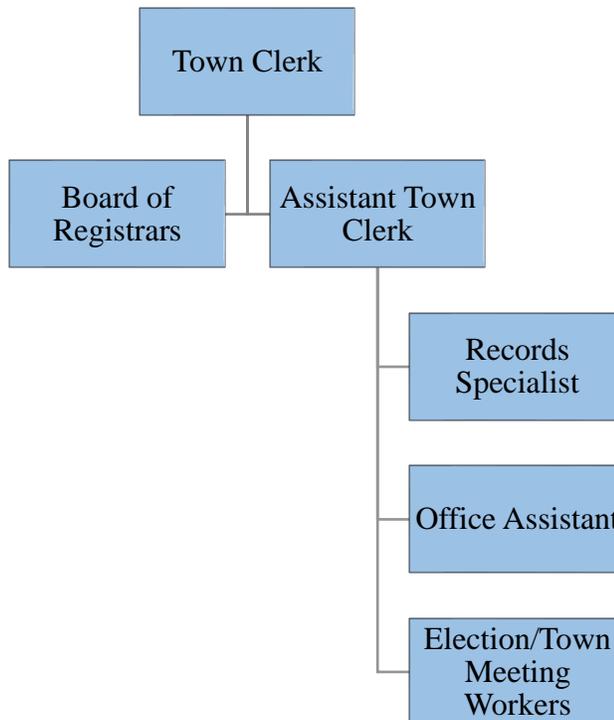
<b>SUSTAINABILITY</b>		<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2021</b>
<b>GENERAL GOVERNMENT</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
011251	SUSTAINABILITY SALARIES					
	5110 REG WAGES	\$0	\$0	\$0	\$84,745	\$84,745
	SUBTOTAL	\$0	\$0	\$0	\$84,745	\$84,745
011252	SUSTAINABILITY EXPENSES					
	5268 PROFESSIONAL SERVICES	\$0	\$0	\$0	\$60,000	\$50,000
	5295 OTHR SVCS	\$0	\$0	\$0	\$250	\$250
	5715 PROFESSIONAL DEVELOPMENT	\$0	\$0	\$0	\$1,000	\$0
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$0	\$2,000	\$2,000
	SUBTOTAL	\$0	\$0	\$0	\$63,250	\$52,250
	<b>TOTAL SUSTAINABILITY</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$147,995</b>	<b>\$136,995</b>

# TOWN CLERK



## Mission Statement

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



# TOWN CLERK

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## Department Description

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

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

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

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

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

The Town Clerk's Office plays a role in assisting the state and federal census bureaus in counting Andover residents for the decennial federal census. Relatedly, the office leads the realignment of Andover's voting precincts in accordance with the results of the decennial federal census.

## Ongoing Goals of the Town Clerk's Office

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

## FY2021 Objectives

### **ELECTIONS & TOWN MEETINGS**

- To manage the September 2020 State Primary, the November 2020 State Election, and the March 2021 Annual Town Election.
- To manage the 2021 Annual Town Meeting.
- To manage any Special Town Meetings or Special Elections.
- To continue to recruit and train election and town meeting workers in election procedures, rules, and regulations.
- To proactively conduct community outreach in the areas of census and voter registration.
- To continue review of our election procedures to provide cost efficiencies.
- To monitor progress of proposed legislation and be prepared to implement any changes in election laws and procedures.

# TOWN CLERK

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## **RECORD MANAGEMENT**

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

## **TOWN LICENSING**

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

## **TRAINING**

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

## **COMMUNICATIONS**

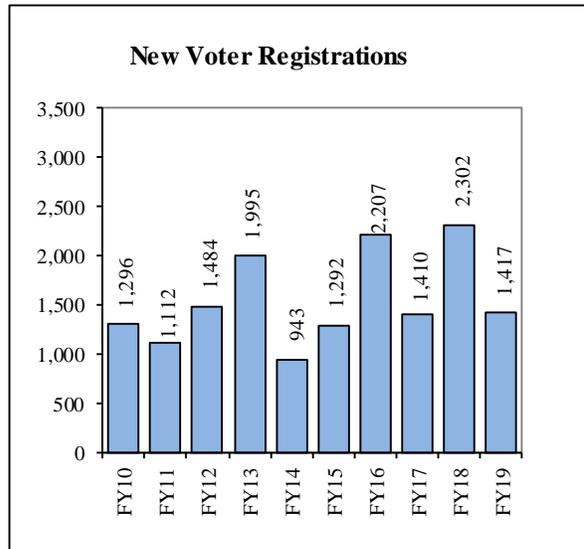
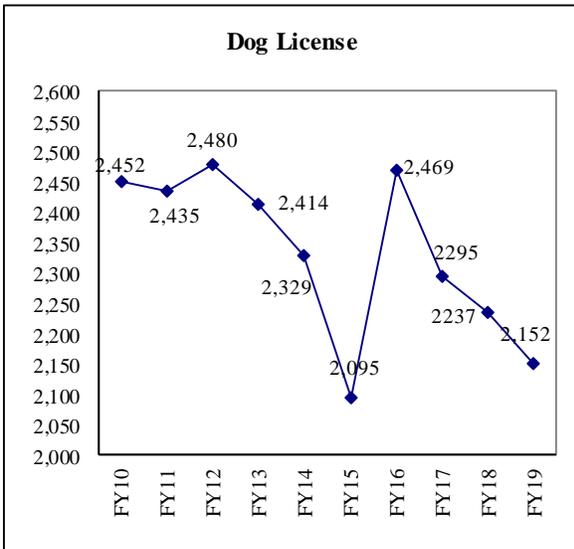
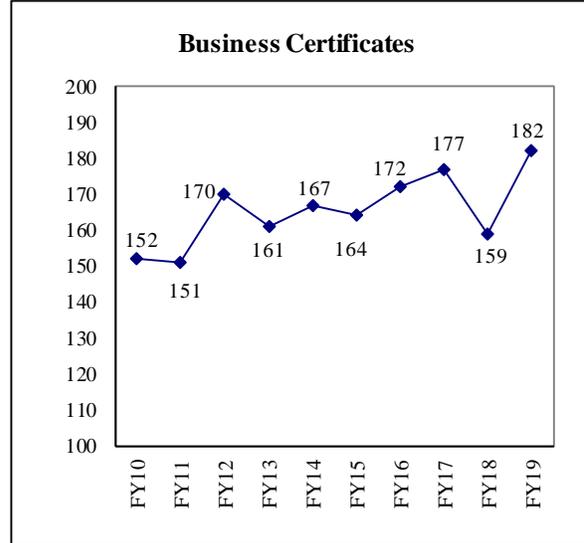
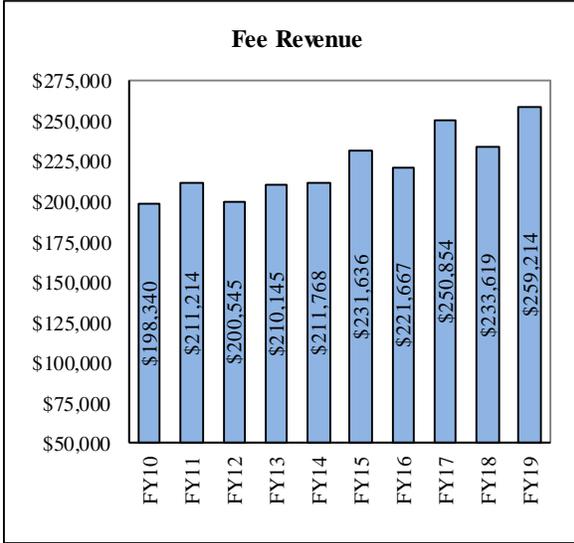
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, social media, cable TV, newsletters, and mailings that may be available from time to time.

## **CUSTOMER SERVICE**

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

# TOWN CLERK

## TOWN CLERK PERFORMANCE STATISTICS



# TOWN CLERK

Position Classification	FTE FY2018	FTE FY2019	FTE FY2020	REQ FY2021	TMREC FY2021	TMREC FY2021
<b>TOWN CLERK</b>						
Town Clerk/Chief Strategy Officer	1.0	1.0	1.0	1.0	1.0	132,605
Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	87,245
Records Specialist	1.0	1.0	1.0	1.0	1.0	53,527
Office Assistant III	1.0	1.0	1.0	1.0	1.0	63,628
Unclassified						1,050
	4.0	4.0	4.0	4.0	4.0	338,055

TOWN CLERK		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011611	TOWN CLERK SALARIES					
	5110 REG WAGES	\$326,760	\$327,320	\$325,900	\$338,055	\$338,055
	5120 OVERTIME	\$7,020	\$20,432	\$8,000	\$17,632	\$17,632
	5130 PART TIME	\$0	\$7,315	\$12,000	\$12,000	\$12,000
	5135 PT ELECT	\$20,739	\$59,235	\$19,950	\$67,520	\$57,720
	5187 RETRO WAGES	\$2,229	\$0	\$0	\$0	\$0
	SUBTOTAL	\$356,748	\$414,302	\$365,850	\$435,207	\$425,407
011612	TOWN CLERK EXPENSES					
	5225 POSTAGE	\$8,102	\$12,850	\$13,690	\$16,190	\$16,190
	5250 ADVRTSNG	\$1,698	\$1,229	\$2,000	\$2,500	\$2,500
	5270 PRINTING	\$10,560	\$6,870	\$18,425	\$13,575	\$13,575
	5271 CREDIT CARD FEES	\$326	\$394	\$1,000	\$1,000	\$1,000
	5282 REP-OFF EQ	\$2,507	\$2,200	\$8,930	\$8,480	\$8,480
	5295 OTHR SVCS	\$17,909	\$33,520	\$21,990	\$25,840	\$21,840
	5310 OFFICE SUP	\$2,314	\$3,969	\$4,700	\$4,700	\$4,700
	5420 OFF EQUIP	\$600	\$0	\$2,000	\$1,000	\$1,000
	5710 TRAVEL	\$2,241	\$785	\$2,000	\$2,000	\$2,000
	5715 PROF DEV	\$0	\$2,193	\$0	\$0	\$0
	5730 DUES/SUBSCRIPTIONS	\$985	\$1,394	\$1,626	\$1,626	\$1,626
	5799 OFFICE FURNITURE	\$0	\$21,157	\$0	\$0	\$0
	SUBTOTAL	\$47,242	\$86,561	\$76,361	\$76,911	\$72,911
	<b>TOTAL TOWN CLERK</b>	<b>\$403,990</b>	<b>\$500,863</b>	<b>\$442,211</b>	<b>\$512,118</b>	<b>\$498,318</b>

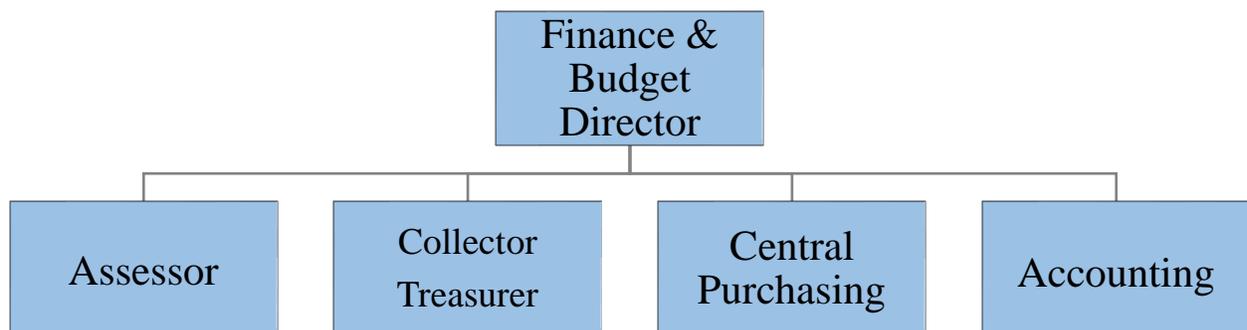


# FINANCE AND BUDGET



## Mission Statement

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



# FINANCE AND BUDGET

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## Department Description

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

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

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

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

The **Collector/Treasurer Division** is responsible for the collection of all monies due the Town for the following: Real Estate, Personal Property, Motor Vehicle Excise Taxes, Departmental Receipts, Water and Sewer charges, Parking Tickets and any related receipts. In addition, the division is responsible for issuing Certificates of Lien and Betterment Discharges; processing payroll deductions and taxes for Town & School departments including reconciling W2's and 1099's, reconciling all Town Bank Accounts and processing warrants and checks to pay vendors. The Collector/Treasurer's Office also manages Tax Titles, Tax Liens and Foreclosures. Administrate the Margaret Towle and Cornell Fuel benevolent funds, as well as the Andover Dollar For Scholars scholarship fund.

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

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

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

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## FY2021 Objectives

### FINANCE ADMINISTRATION:

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

# FINANCE AND BUDGET

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## **DIVISION: ACCOUNTING**

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

## **DIVISION: ASSESSORS**

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

## **DIVISION: COLLECTOR/TREASURER**

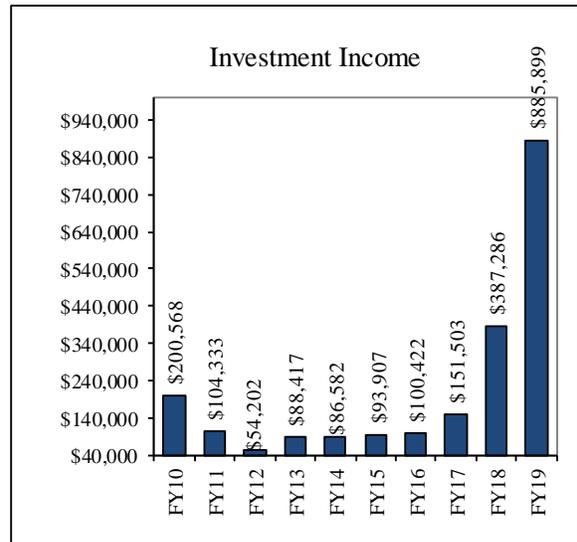
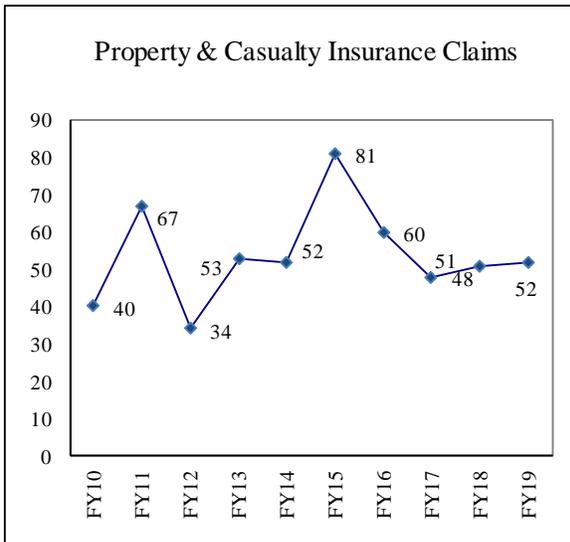
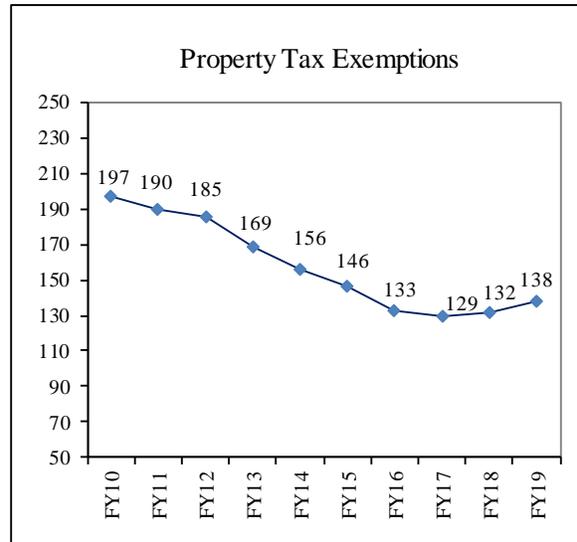
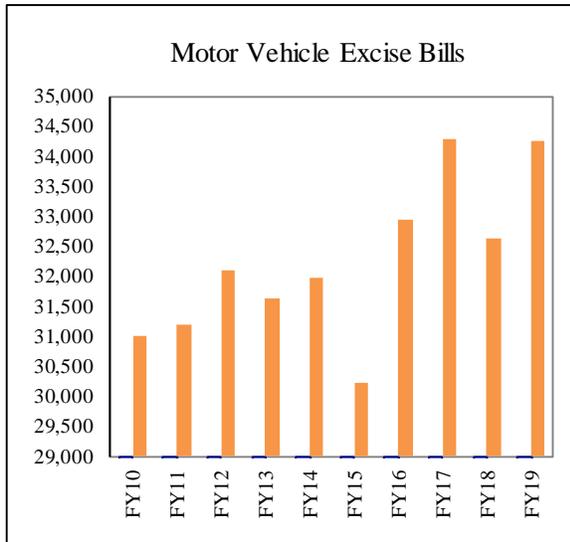
- To continue to provide courteous and prompt service to all of our taxpayers & ratepayers, including account reconciliations.
- Reconcile all receivable accounts in a timely manner.
- Assist in the implementation of the "Paperless" purchase order system.
- Provide additional information on Town's website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

## **DIVISION: CENTRAL PURCHASING**

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

# FINANCE AND BUDGET

## FINANCE PERFORMANCE STATISTICS



# FINANCE AND BUDGET

<u>Position Classification</u>	<u>FTE FY2018</u>	<u>FTE FY2019</u>	<u>FTE FY2020</u>	<u>REQ FY2021</u>	<u>TMREC FY2021</u>	<u>TMREC FY2021</u>
<b>DEPARTMENT OF FINANCE</b>						
<u>FINANCE ADMINISTRATION</u>						
Finance and Budget Director	1.0	1.0	1.0	1.0	1.0	148,294
Chief of Administrative Services		1.0	1.0	1.0		
Management Analyst	1.0					
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	68,711
Unclassified						19,410
	3.0	3.0	3.0	3.0	2.0	236,415
<u>COLLECTOR/TREASURER</u>						
Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	120,978
Asst. Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	90,603
Office Administrator	1.0	1.0	1.0	1.0		
Cash Manager			1.0	1.0	1.0	70,367
Office Assistant III	2.0	2.0	1.0	1.0	1.0	53,977
	5.0	5.0	5.0	5.0	4.0	335,925
<u>ASSESSING</u>						
Chief Assessor	1.0	1.0	1.0	1.0	1.0	115,554
Senior Assessor	1.0	1.0	1.0	1.0	1.0	88,485
Office Coordinator	1.0	1.0	1.0	1.0	1.0	76,040
Property Field Lister	1.0	1.0	1.0	1.0	1.0	54,959
Office Assistant III	1.0	1.0	1.0	1.0	1.0	66,130
	5.0	5.0	5.0	5.0	5.0	401,168
<u>CENTRAL PURCHASING</u>						
Purchasing Agents/Ins Coordinator *	0.6	0.6	0.6	0.6	0.6	50,394
Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	74,538
	1.6	1.6	1.6	1.6	1.6	124,932
<u>TOWN ACCOUNTANT</u>						
Town Accountant/Asst Finance Director	1.0	1.0	1.0	1.0	1.0	119,340
Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	91,183
Payroll Administrator	1.0	1.0	1.0	1.0	1.0	78,495
Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	71,442
Accounting Assistant	1.0					
Office Assistant II		0.5	0.5	0.5	0.5	27,504
	5.0	4.5	4.5	4.5	4.5	387,964
<b>FINANCE TOTAL</b>	<b>19.6</b>	<b>19.1</b>	<b>19.1</b>	<b>19.1</b>	<b>17.1</b>	<b>1,486,404</b>

\* - Charged 60% Town/40% School

# FINANCE AND BUDGET

FINANCE ADMINISTRATION			FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011331	FINANCE ADMIN SALARIES						
	5110	REG WAGES	\$277,332	\$300,616	\$333,248	\$236,415	\$236,415
	5120	OVERTIME	\$13,647	\$8,431	\$7,000	\$7,000	\$6,000
	5130	PART-TIME	\$2,700	\$0	\$0	\$0	\$0
	5187	RETRO WAGES	\$2,788	\$0	\$0	\$0	\$0
	SUBTOTAL		\$296,467	\$309,047	\$340,248	\$243,415	\$242,415
011332	FINANCE ADMIN EXPENSES						
	5255	SOFTWARE SUPPORT	\$94,100	\$106,668	\$112,000	\$130,000	\$130,000
	5295	OTHER SERVICES	\$564	\$0	\$550	\$550	\$550
	5310	OFFICE SUP	\$0	\$69	\$500	\$500	\$500
	5394	SUPLIES/BOOKS	\$81	\$52	\$60	\$60	\$60
	5504	TECHNOLOGY	\$0	\$888	\$0	\$0	\$0
	5710	TRAVEL	\$3,155	\$2,084	\$3,500	\$2,500	\$2,500
	5715	PROFESSIONAL DEVELOPMENT	\$3,115	\$1,567	\$4,000	\$3,000	\$3,000
	5730	DUES/SUBSCRIPTIONS	\$668	\$985	\$1,000	\$1,000	\$1,000
	SUBTOTAL		\$101,683	\$112,313	\$121,610	\$137,610	\$137,610
	<b>TOTAL FINANCE ADMINISTRATION</b>		<b>\$398,150</b>	<b>\$421,360</b>	<b>\$461,858</b>	<b>\$381,025</b>	<b>\$380,025</b>

TOWN ACCOUNTANT			FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011351	TOWN ACCOUNTANT SALARIES						
	5110	REG WAGES	\$359,200	\$327,184	\$350,594	\$360,460	\$360,460
	5120	OVERTIME	\$1,512	\$2,224	\$1,500	\$1,500	\$1,500
	5130	PART TIME	\$0	\$19,742	\$26,058	\$27,504	\$27,504
	SUBTOTAL		\$360,712	\$349,150	\$378,152	\$389,464	\$389,464
011352	TOWN ACCOUNTANT EXPENSES						
	5270	PRINTING	\$310	\$1,125	\$1,400	\$1,400	\$1,400
	5295	OTHR SVCS	\$62,225	\$67,475	\$70,000	\$70,000	\$70,000
	5310	OFFICE SUP	\$2,886	\$4,217	\$4,000	\$4,000	\$4,000
	5504	TECHNOLOGY	\$0	\$1,864	\$0	\$1,800	\$1,800
	5710	TRAVEL	\$2,302	\$2,915	\$2,500	\$2,900	\$2,900
	5715	PROFESSIONAL DEVELOPMENT	\$1,991	\$4,489	\$4,500	\$4,500	\$4,500
	5730	DUES/SUBSCRIPTIONS	\$536	\$547	\$1,000	\$600	\$600
	SUBTOTAL		\$70,250	\$82,632	\$83,400	\$85,200	\$85,200
	<b>TOTAL TOWN ACCOUNTANT</b>		<b>\$430,962</b>	<b>\$431,782</b>	<b>\$461,552</b>	<b>\$474,664</b>	<b>\$474,664</b>

# FINANCE AND BUDGET

CENTRAL PURCHASING GENERAL GOVERNMENT			FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 DEPT REQ	FY2021 TOWN MGR
011381	CENTRAL PURCHASING SALARIES						
	5110	REG WAGES	\$109,823	\$116,225	\$120,828	\$124,932	\$124,932
	5130	OVERTIME	\$2,772	\$0	\$0	\$0	\$0
	5187	RETRO WAGES	\$3,081	\$0	\$0	\$0	\$0
	SUBTOTAL		\$115,676	\$116,225	\$120,828	\$124,932	\$124,932
011382	CENTRAL PURCHASING EXPENSES						
	5250	ADVRSNG	\$4,674	\$8,619	\$8,000	\$8,000	\$8,000
	5270	PRINTING	\$206	\$0	\$700	\$700	\$700
	5295	OTHR SVCS	\$256	\$247	\$1,000	\$1,000	\$1,000
	5310	OFFICE SUPPLIES	\$222	\$527	\$600	\$600	\$600
	5710	TRAVEL	\$518	\$400	\$1,000	\$1,000	\$1,000
	5715	PROFESSIONAL DEVELOPMENT	\$400	\$1,520	\$1,300	\$1,500	\$1,300
	5730	DUES/SUBSCRIPTIONS	\$927	\$402	\$1,200	\$1,200	\$1,200
	SUBTOTAL		\$7,203	\$11,715	\$13,800	\$14,000	\$13,800
	<b>TOTAL CENTRAL PURCHASING</b>		<b>\$122,879</b>	<b>\$127,940</b>	<b>\$134,628</b>	<b>\$138,932</b>	<b>\$138,732</b>

ASSESSING GENERAL GOVERNMENT			FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 DEPT REQ	FY2021 TOWN MGR
011411	ASSESSING SALARIES						
	5110	REG WAGES	\$367,776	\$368,603	\$388,808	\$401,168	\$401,168
	SUBTOTAL		\$367,776	\$368,603	\$388,808	\$401,168	\$401,168
011412	ASSESSING EXPENSES						
	5231	TRNS ALLOW	\$3,850	\$4,200	\$4,200	\$4,200	\$4,200
	5270	PRINTING	\$115	\$116	\$2,000	\$2,000	\$2,000
	5282	REP-OFF EQ	\$300	\$300	\$1,000	\$1,000	\$1,000
	5295	OTHR SVCS	\$13,450	\$14,000	\$15,000	\$15,000	\$15,000
	5310	OFFICE SUP	\$1,932	\$1,955	\$3,000	\$3,000	\$3,000
	5710	TRAVEL	\$285	\$763	\$1,500	\$1,500	\$1,500
	5715	PROFESSIONAL DEVELOPMENT	\$449	\$1,412	\$0	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	\$1,284	\$1,025	\$2,000	\$2,000	\$2,000
	SUBTOTAL		\$21,665	\$23,771	\$28,700	\$28,700	\$28,700
	<b>TOTAL ASSESSING</b>		<b>\$389,441</b>	<b>\$392,374</b>	<b>\$417,508</b>	<b>\$429,868</b>	<b>\$429,868</b>

# FINANCE AND BUDGET

COLLECTOR/TREASURER GENERAL GOVERNMENT			FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 DEPT REQ	FY2021 TOWN MGR
011451	COLLECTOR/TREASURER SALARIES						
	5110	REG WAGES	\$400,022	\$340,710	\$377,491	\$393,845	\$335,925
	5120	OVERTIME	\$607	\$321	\$500	\$500	\$500
	5130	PART TIME	<u>\$13,665</u>	<u>\$2,665</u>	<u>\$4,000</u>	<u>\$4,000</u>	<u>\$4,000</u>
	SUBTOTAL		\$414,294	\$343,696	\$381,991	\$398,345	\$340,425
011452	COLLECTOR/TREASURER EXPENSES						
	5250	ADVERTISING	\$0	\$749	\$1,450	\$1,450	\$1,450
	5270	PRINTING	\$10,220	\$3,965	\$17,500	\$17,500	\$15,500
	5282	REP-OFF EQ	\$0	\$0	\$2,000	\$2,000	\$2,000
	5295	OTHR SVCS	\$36,880	\$100,987	\$42,000	\$42,000	\$42,000
	5310	OFFICE SUP	\$4,082	\$4,072	\$5,000	\$5,000	\$5,000
	5395	OTH COMM	\$2,300	\$1,743	\$2,000	\$2,000	\$2,000
	5420	OFFICE EQUIPMENT	\$833	\$0	\$0	\$0	\$0
	5504	TECHNOLOGY	\$0	\$0	\$0	\$0	\$0
	5710	TRAVEL	\$1,364	\$56	\$2,500	\$3,500	\$3,500
	5715	PROFESSIONAL DEVELOPMENT	\$0	\$180	\$0	\$500	\$0
	5730	DUES/SUBSCRIPTIONS	\$880	\$380	\$850	\$850	\$850
	5799	OFFICE FURNITURE	<u>\$906</u>	<u>\$7,053</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL		<u>\$57,465</u>	<u>\$119,185</u>	<u>\$73,300</u>	<u>\$74,800</u>	<u>\$72,300</u>
	<b>TOTAL COLLECTOR/TREASURER</b>		<b>\$471,759</b>	<b>\$462,881</b>	<b>\$455,291</b>	<b>\$473,145</b>	<b>\$412,725</b>

CENTRAL SERVICES GENERAL GOVERNMENT			FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 DEPT REQ	FY2021 TOWN MGR
011592	CENTRAL SERVICES EXPENSES						
	5225	POSTAGE	\$74,920	\$64,347	\$90,000	\$90,000	\$75,000
	5270	PRINTING	\$0	\$125	\$200	\$200	\$200
	5282	REP-OFF EQ	\$0	\$0	\$200	\$200	\$200
	5291	RENT EQUIP	\$19,176	\$15,023	\$16,500	\$14,500	\$14,500
	5295	OTHR SVCS	\$302	\$1,114	\$1,000	\$1,000	\$1,000
	5310	OFFICE SUP	\$1,349	\$1,362	\$900	\$900	\$900
	5420	OFF EQUIP	<u>\$477</u>	<u>\$376</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
	SUBTOTAL		<u>\$96,224</u>	<u>\$82,347</u>	<u>\$109,300</u>	<u>\$107,300</u>	<u>\$92,300</u>
	<b>TOTAL CENTRAL SERVICES</b>		<b>\$96,224</b>	<b>\$82,347</b>	<b>\$109,300</b>	<b>\$107,300</b>	<b>\$92,300</b>

# OTHER GENERAL GOVERNMENT BUDGETS

## Town Counsel

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

TOWN COUNSEL		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011512	TOWN COUNSEL EXPENSES					
	5295 OTHR SVCS	\$488,848	\$413,761	\$350,000	\$254,000	\$254,000
	5310 OFFICE SUP	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	<u>\$488,848</u>	<u>\$413,761</u>	<u>\$350,000</u>	<u>\$254,000</u>	<u>\$254,000</u>
	<b>TOTAL TOWN COUNSEL</b>	<b>\$488,848</b>	<b>\$413,761</b>	<b>\$350,000</b>	<b>\$254,000</b>	<b>\$254,000</b>

## Damages to Persons/Property

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

DAMAGES TO PERSONS & PROPERTY		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019002	DAMAGES PERS/PROP EXPENSES					
	5702 DAMAGE TO PROPERTY	\$524	\$592	\$2,000	\$2,000	\$2,000
	SUBTOTAL	<u>\$524</u>	<u>\$592</u>	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$2,000</u>
	<b>TOTAL DAMAGES TO PERS/PROPERTY</b>	<b>\$524</b>	<b>\$592</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

# OTHER GENERAL GOVERNMENT BUDGETS

## Employee Benefits

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

EMPLOYEE BENEFITS		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019101	EMPLOYEE BENEFITS EXPENSES					
	5143 ACCUM BENEFITS	\$576,383	\$414,173	\$450,000	\$450,000	\$450,000
	SUBTOTAL	\$576,383	\$414,173	\$450,000	\$450,000	\$450,000
019102	EMPLOYEE BENEFITS EXPENSES					
	5204 EMPLOYEE MILITARY SERVICE	\$20,960	\$0	\$0	\$0	\$0
	5207 LIFE INSURANCE	\$9,721	\$7,480	\$12,000	\$12,000	\$10,000
	5208 EMPLOYEE ASSISTANCE	\$41,062	\$41,174	\$40,000	\$45,000	\$40,000
	5740 MEDICARE	\$461,688	\$483,704	\$470,834	\$500,000	\$499,114
	SUBTOTAL	\$533,431	\$532,358	\$522,834	\$557,000	\$549,114
	<b>TOTAL EMPLOYEE BENEFITS</b>	<b>\$1,109,814</b>	<b>\$946,531</b>	<b>\$972,834</b>	<b>\$1,007,000</b>	<b>\$999,114</b>

## Commission on Disability

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

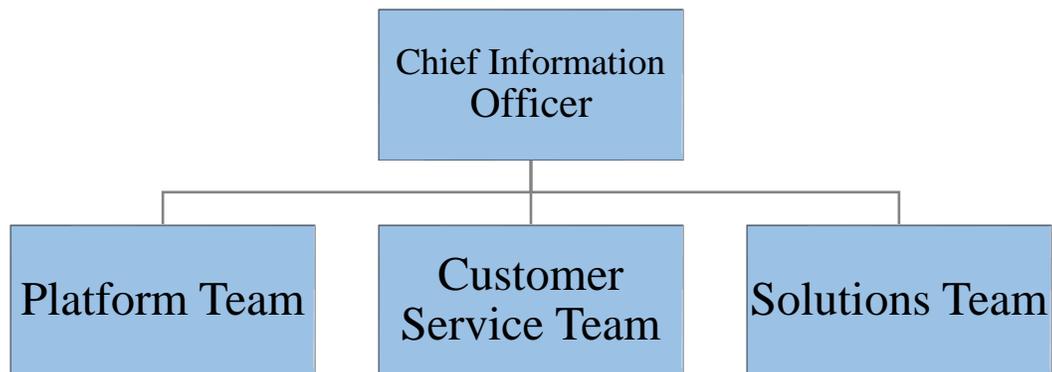
COMMISSION FOR DISABILITIES		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011241	COMM FOR DISABILITY SALARIES					
	5130 PART TIME	\$1,350	\$1,050	\$1,200	\$1,200	\$1,200
	SUBTOTAL	\$1,350	\$1,050	\$1,200	\$1,200	\$1,200
011242	COMM FOR DISABILITY EXPENSES					
	5295 OTHR SVCS	\$5,678	\$5,003	\$5,000	\$5,000	\$5,000
	5310 OFFICE SUP	\$0	\$569	\$800	\$800	\$800
	5710 TRAVEL	\$75	\$0	\$0	\$0	\$0
	SUBTOTAL	\$5,753	\$5,572	\$5,800	\$5,800	\$5,800
	<b>TOTAL COMMISSION FOR DISABILITIES</b>	<b>\$7,103</b>	<b>\$6,622</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>

# Information Technology



## Mission Statement

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



# INFORMATION TECHNOLOGY

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## Department Description

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. The IT Department consists of three teams – Platform, Customer Service and Solutions.

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

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

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

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## FY 2021 Objectives

- Complete integration of Google and Office 365 mail environments. Eliminate on premise email capabilities
- Deploy new generation AI capable SPAM and anti-virus capabilities
- Develop increased focus on all aspects of cyber security
- Deploy cloud based disaster recovery capabilities
- Select Document Management platform and launch a pilot
- Complete roll out of mobile emergency notification system across all town and school populations
- Improve redundancy in town fiber infrastructure to provide more resilient operation
- Complete launch of new Robb Senior Center
- Complete launch of new Ballardvale Fire Station
- Technology planning for new West Elementary School
- Implement streaming video server and video over IP technology
- Complete unified internal GIS architecture to map town assets
- Launch “buy to lease” device program for middle school families
- Complete deployment of new generation ViewPermit platform
- Deploy classroom management software
- Improve collaboration experience in Town and School conference rooms and work rooms
- Create a plan to greatly increase Town’s utilization of digitization and reduce paper volume. Begin work on “Managed Print”
- Consolidate data centers. Plan for data center refresh
- Begin work on Performance Management dashboards
- Develop initial internal performance management tools including dashboards and scorecards.
- Continue the development of the Town’s next generation eGov web portal to improve citizen access and transparency
- Deploy new town intranet
- Continue transition from analog to digital for all building management systems and create more unified

# INFORMATION TECHNOLOGY

- monitoring and management
- Create a town-wide strategic IT planning process in conjunction with all departments. Consult with department heads, school administrators, and IT staff on a regular basis to identify, address and plan for department and program specific technology needs
- Introduce IT project management practices to existing and future software application implementations. Deploy IT project management dashboards

<b>Position Classification</b>	<b>FTE FY2018</b>	<b>FTE FY2019</b>	<b>FTE FY2020</b>	<b>REQ FY2021</b>	<b>TMREC FY2021</b>	<b>TMREC FY2021</b>
<b>INFORMATION TECHNOLOGY</b>						
Chief Information Officer (CIO)	1.0	1.0	1.0	1.0	1.0	148,400
Solution Architect	1.0	1.0	1.0	2.0	2.0	222,687
Platform Architect	1.0	1.0	1.0	1.0	1.0	122,005
Platform Engineer	1.0	1.0	1.0	2.0	2.0	173,363
Solution Administrator	1.0	1.0	1.0	1.0	1.0	80,398
System Administrator IT/Public Safety (Moved to Public Safety)	1.0	1.0	1.0			
Director Customer Service & Operations	1.0	1.0	1.0	1.0	1.0	102,694
Geographic Information Systems Coordinator *	1.0	1.0	1.0	1.0	1.0	51,180
Platform Administrator	4.0	4.0	3.0	3.0	3.0	253,891
Solution Manager	1.6	1.6	1.0	2.0	2.0	191,065
Support Technician	2.7	2.7	3.7	3.0	3.0	213,285
Asset Coordinator	1.0	1.0	1.0	1.0	1.0	79,538
HRIS Specialist			1.0			
Solution Analyst			1.7	1.7	1.7	149,964
Solution Analyst			1.0			
Administrative Assistant	1.0					
Customer Service Coordinator		1.0	1.0	1.0	1.0	75,011
Solution Manager			0.5	0.5	0.5	51,841
Unclassified						19,414
	18.3	18.3	21.9	21.2	21.2	1,934,736
* - Salary allocated .6 to Gen. Fund, .2 to Water Fund, and .2 to Sewer Fund						
Note: Titles/Grades were changed in FY20						

# INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011551	INFORMATION TECHNOLOGY SALARIES					
5110	REG WAGES	\$1,100,098	\$1,285,466	\$1,774,480	\$1,818,444	\$1,818,444
5120	OVERTIME	\$2,598	\$1,474	\$17,450	\$17,450	\$17,450
5130	PART-TIME	\$251,579	\$212,101	\$156,332	\$116,292	\$116,292
5140	SEASONAL	\$23,389	\$26,396	\$13,400	\$23,000	\$18,000
5187	RETRO WAGES	<u>\$2,650</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$1,380,314	\$1,525,437	\$1,961,662	\$1,975,186	\$1,970,186
011552	INFORMATION TECHNOLOGY EXPENSES					
5220	TELEPHONE	\$2,340	\$0	\$0	\$0	\$0
5260	TECH/INFRASTRUCTURE	\$262,268	\$169,480	\$0	\$0	\$0
5261	PERSONAL PRODUCTIVITY	\$28	\$0	\$0	\$0	\$0
5262	APPLICATIONS	\$38,990	\$7,771	\$0	\$0	\$0
5263	IMAGING	\$805	\$918	\$3,500	\$3,500	\$2,500
5264	MOBILE	\$0	\$2,006	\$5,000	\$5,000	\$5,000
5265	TELECOM	\$93,481	\$93,112	\$97,700	\$96,820	\$96,820
5268	PROFESSIONAL SERVICES	\$0	\$1,819	\$10,000	\$10,000	\$10,000
5284	REPAIRS/COMPUTER EQ	\$4,701	\$196	\$0	\$0	\$0
5295	OTHR SVCS	\$1,023	\$62	\$0	\$0	\$0
5310	OFFICE SUP	\$4,734	\$6,293	\$4,880	\$4,880	\$4,880
5355	AUTOMOTIVE FUEL	\$495	\$365	\$700	\$800	\$800
5391	SUPPLIES/DATA PROC	\$1,239	\$3,540	\$3,500	\$3,500	\$3,500
5420	OFFICE EQUIPMENT	\$1,608	\$19,627	\$2,000	\$2,000	\$2,000
5430	OTHER EQUIPMENT	\$6,704	\$0	\$0	\$0	\$0
5504	TECHNOLOGY	\$0	\$134,560	\$297,750	\$353,090	\$333,090
5700	UNCLASSIFIED	\$0	\$4,600	\$0	\$0	\$0
5709	TRAVEL-OPERATIONAL	\$3,174	\$4,119	\$3,600	\$3,600	\$3,600
5710	TRAVEL	\$0	\$0	\$2,400	\$2,400	\$2,400
5715	PROFESSIONAL DEV	\$10,197	\$45	\$27,000	\$27,000	\$17,000
5730	DUES/SUBSCRIPTIONS	<u>\$688</u>	<u>\$543</u>	<u>\$1,000</u>	<u>\$1,000</u>	<u>\$1,000</u>
	SUBTOTAL	<u>\$432,475</u>	<u>\$449,056</u>	<u>\$459,030</u>	<u>\$513,590</u>	<u>\$482,590</u>
	<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>\$1,812,789</b>	<b>\$1,974,493</b>	<b>\$2,420,692</b>	<b>\$2,488,776</b>	<b>\$2,452,776</b>

# COMMUNITY DEVELOPMENT & PLANNING



## Mission Statements

### *PLANNING & ECONOMIC DEVELOPMENT DIVISION*

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

### *BUILDING DIVISION*

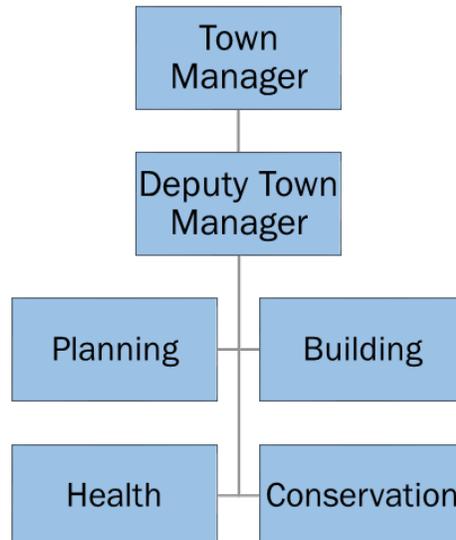
*To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.*

### *HEALTH DIVISION*

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

### *CONSERVATION DIVISION*

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



# COMMUNITY DEVELOPMENT AND PLANNING

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## Department Description

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

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

The **Conservation Division** is responsible for protection of Andover's rivers, lakes and wetlands, and provides staff support to the Andover Conservation Commission. The Commission's principal duties include administration and enforcement of the Massachusetts Wetlands Protection Act, Rivers Protection Act and the Andover Wetlands Protection Bylaw (regulation of residential, industrial and commercial development activity in or near flood plains, water bodies, and wetland areas). The Commission is also responsible for the acquisition and management of Town-owned Conservation Land, comprising over two thousand acres of public open space. The Commission manages the volunteer Conservation Overseers and Conservation based Eagle Scout Projects; the periodic completion of Andover's Open Space and Recreation Plan; and serves as liaison with other official and informal organizations concerned with conservation and open space preservation. The Conservation Commission consists of seven volunteer members who are appointed by the Town Manager for staggered three-year terms. The Conservation Commission is responsible for running the yearly Deer Hunt Program, which includes 80 hunters; running the mandatory testing of the hunters; and ensuring the program runs in accordance with all state and local laws.

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

The **Planning & Economic Development Division** is responsible for a wide range of activities associated with development, transportation and economic growth in the Town. The division administers land use regulations governing residential, industrial and commercial development in Andover, and is responsible for processing plans for nearly all new projects in the Town. The Planning Division is responsible for coordinating all major local and regional transportation improvement projects. The division provides professional technical support to the Planning Board, the Zoning Board of Appeals, the Town Manager and the Select Board, as well as a number of special committees and working groups such as the Economic Development Council, Historic Mill District Task Force, Permanent Town Building Advisory Committee, Zoning Bylaw Study Committee, Housing Partnership Committee, Housing Trust Fund Board of Trustees, Parking Implementation Committee, and the Andover Green Advisory Board. The professional staff

# COMMUNITY DEVELOPMENT AND PLANNING

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

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## **FY2021 Objectives**

### **DIVISION: BUILDING**

- Continue to develop standard operating procedures for applications to streamline permitting processes
- Continue establishing an electronic platform for access to the new 10th edition of 780 CMR (Massachusetts State Building Code)
- Continually review and update the Town website pertaining to the Building Division.
- Continue the yearly State mandated “Certificate of Inspection” inspections in accordance with the Massachusetts State Building Code, 780 CMR, Article 1, Table 110.
- Provide administrative personnel with additional training opportunities.
- Provide training to new ZBA, DRB, APC, & BVHDC members
- Update standard submission forms and reports.

### **DIVISION : CONSERVATION**

- Acquire additional public land for conservation purposes by gift, purchase, and voluntary Conservation Restrictions & Easements.
- Oversee Capital Improvement Projects designed to increase access to Conservation Open Spaces. These include a wheelchair friendly picnic area fishing platform at Castle Heights, design of an accessible rail trail along scenic Haggetts Pond, a picnic area and kayak launch at Dale Street, and opening up the Merrimack for canoeing kayaking and Public Safety.
- Update conservation land records and develop long-term management objectives for the principal reservations; and implement land management and forestry directives through the State Foresters, Conservation Overseers and volunteers. Identify and remove encroachments on Conservation property.
- Update our wetland boundary database, and increase conservation information available online.
- Oversee environmental aspects of large scale MassDOT and DPW infrastructure improvements including the I-93 interchange and town roadways and bridges and the future town yard.
- Provide support for the Andover Community Garden and Handicap accessible trails.
- Host several free town events as public outreach.
- Improve signage, trail markings and kiosks in partnership with local scout organizations and other volunteers.
- Work as a cooperative effort to construct active and passive recreation areas for town citizens.
- Enhance Conservation properties for bird watching, camping and hiking along the Merrimack and Shawsheen Rivers by sponsoring cleanup efforts, rebuilding a bridge, and the construction of new campsites.

### **DIVISION: HEALTH**

- Conduct an update of at least two sets of Board of Health Regulations.
- Implement a risk-based inspection program for food service establishments.
- Convert the current permitting system to an enhanced version with the rest of CD&P.
- Expand adult immunization opportunities using the ability to obtain insurance reimbursements.
- Review the Community Health Assessment to be completed in FY 2019 and develop a work plan to address any opportunities identified.

### **DIVISION: PLANNING & ECONOMIC DEVELOPMENT**

- Develop community responsive plan for disposition of the Municipal Land off Lewis Street
  - Oversee issuance of Community Authored Request for Proposals to dispose of Old Town Yard. For more information please feel free to visit: [www.andoverma.gov/hmd](http://www.andoverma.gov/hmd)
- Oversee coordination of the Downtown Amenity Project –Spring 2020
- Oversee Municipal Vulnerability Preparedness (MVP) Plan Action Grants 2020

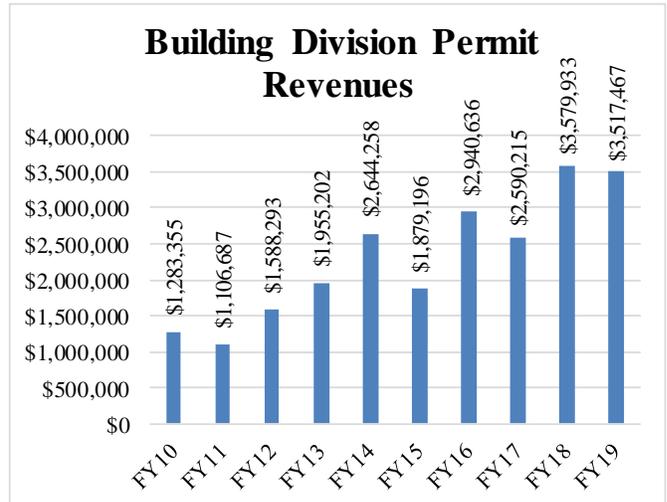
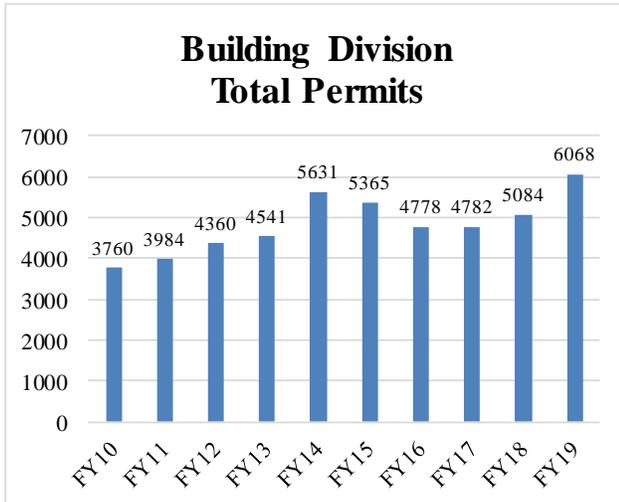
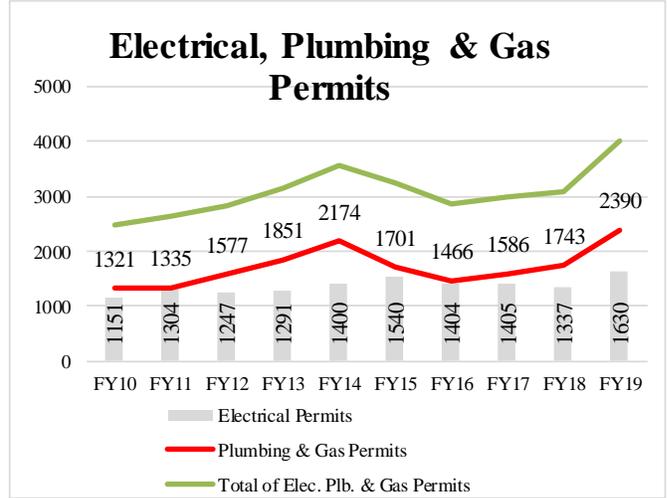
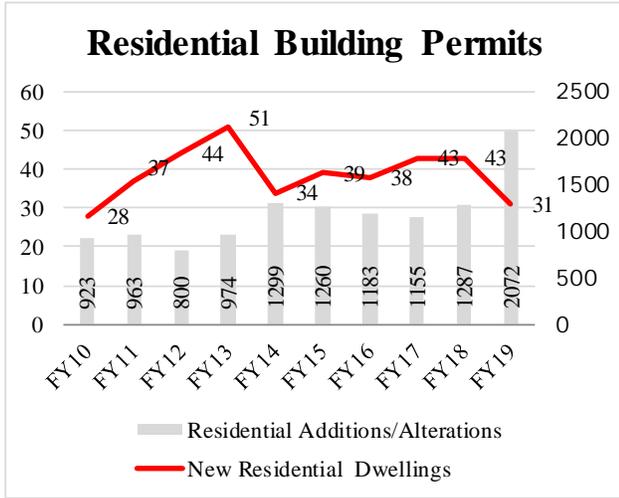
# COMMUNITY DEVELOPMENT AND PLANNING

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- Oversee implementation of the Historic Mill District:
    - Circulation and Street Design Study
    - Placemaking Master Plan
    - Water & Sewer Master Plan
    - Environmental Assessment of existing Town Yard
    - Development of Community Responsive RFP for disposition of Lewis Street property
    - Develop strategic plan for Municipal Land Offering off Lewis Street
  - Oversee the implementation of a Parking Management Assessment and Plan, with the objective of maximizing efficiency of parking, improve customer experience and expand opportunities for additional downtown growth.
  - Collaborate with various Town staff on the Gas Affected Areas Projects (GAAP) on Park, Playstead and Municipal Complex Master Plan
  - Collaborate with Town Manager on Andover Town Offices Study
  - Town Meeting Preparation 2020 – Examine feasibility of amending the following:
    - Solar Bylaw
    - Sign Bylaw Amendment
    - HMD – Prepare Articles to facilitate disposition of municipal land and abandoned portions of Lewis Street
    - Allowing temporary outdoor dining on private property in IA, ID and ID2.
  - Oversee \$6 million dollar Dascomb Road MassWorks Grant
  - Engage community in development of pedestrian and transportation enhancements along the Route 133 Corridor
  - Monitor and implement the 2012 Andover Master Plan. Please visit <http://andoverma.gov/173/Planning->
  - Provide information via the Town’s website, including project development information and Planning Board decisions.
  - Participate in Social Media Working Group
  - Continue to provide professional education training to staff and Planning Board members.
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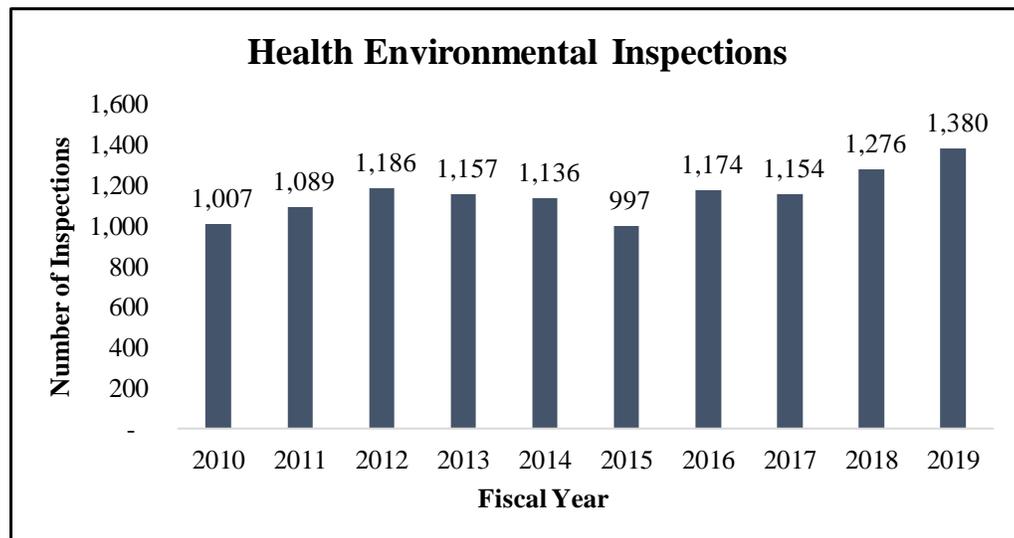
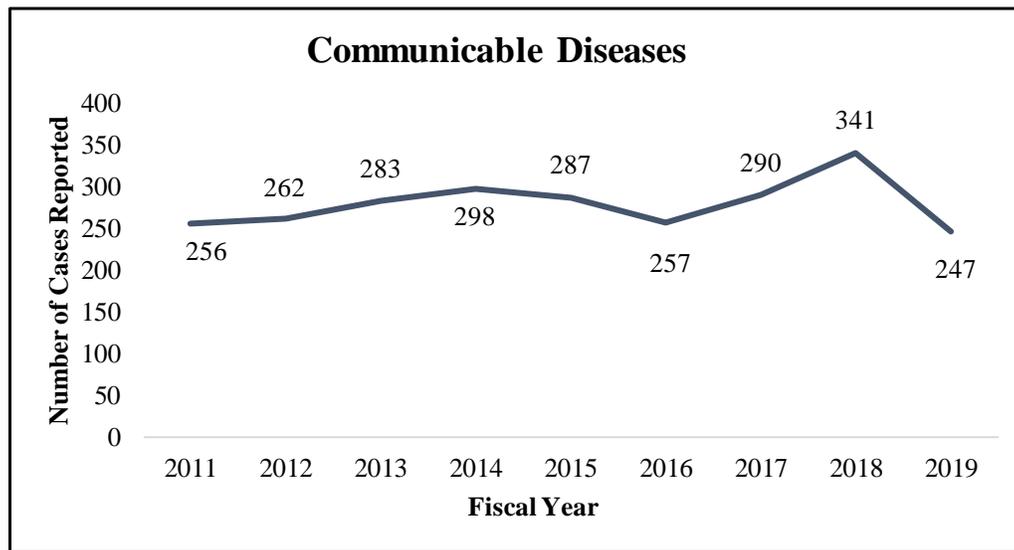
# COMMUNITY DEVELOPMENT AND PLANNING

## BUILDING DIVISION PERFORMANCE STATISTICS



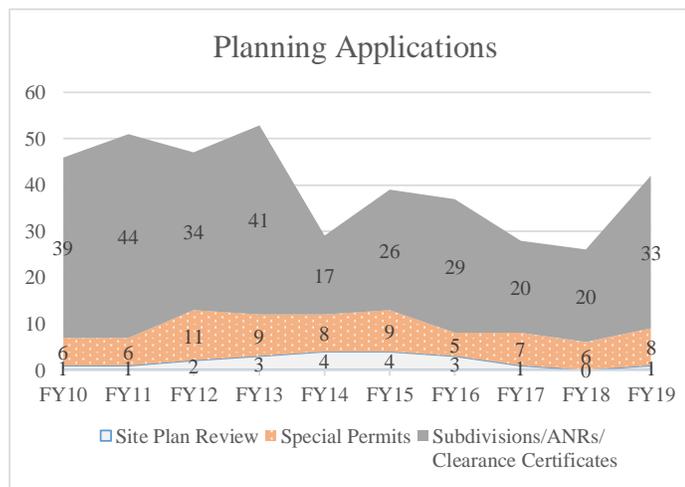
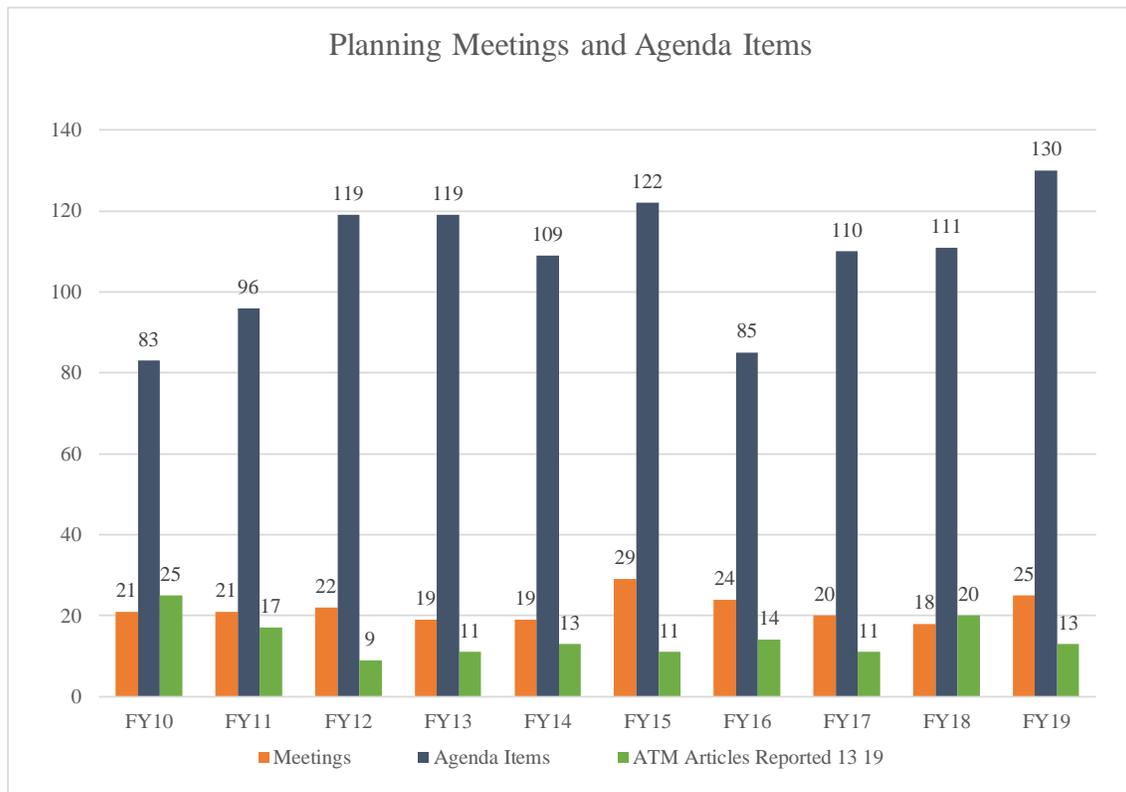
# COMMUNITY DEVELOPMENT AND PLANNING

## HEALTH DIVISION PERFORMANCE STATISTICS



# COMMUNITY DEVELOPMENT AND PLANNING

## PLANNING DIVISION PERFORMANCE STATISTICS



# COMMUNITY DEVELOPMENT AND PLANNING

Position Classification	FTE FY2018	FTE FY2019	FTE FY2020	REQ FY2021	TMREC FY2021	TMREC FY2021
<b>COMMUNITY DEVELOPMENT AND PLANNING</b>						
<u>ADMINISTRATION</u>						
Office Administrator	1.0	1.0	1.0	1.0	1.0	82,059
Permitting Technician	1.0	1.0	1.0	1.0	1.0	70,248
Administrative Secretary	5.0	5.0	4.0	4.0	4.0	247,787
Meeting Recording/Substitute Secretaries						9,000
	7.0	7.0	6.0	6.0	6.0	409,094
<u>BUILDINGS</u>						
Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	116,248
Electrical Inspector	1.0	1.0	1.0	1.0	1.0	87,288
Local Building Inspector	1.0	1.0	1.0	1.0	1.0	86,441
Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	84,110
Alternate Inspectors						47,195
	4.0	4.0	4.0	4.0	4.0	421,282
<u>CONSERVATION</u>						
Director of Conservation	1.0	1.0	1.0	1.0	1.0	112,359
Conservation Agent	1.0	1.0	1.0	1.0	1.0	78,494
Land Manager					0.4	25,000
	2.0	2.0	2.0	2.0	2.4	215,853
<u>HEALTH</u>						
Director of Health	1.0	1.0	1.0	1.0	1.0	114,054
Assistant Director of Public Health	0.8	0.8	0.8	1.0	0.8	84,001
Registered Nurse (1)	0.8	0.8	0.8	0.8	0.8	55,662
Health Inspector	0.5	0.5	1.0	1.0	1.0	67,967
Health Agent	1.0	1.0	1.0	1.0	1.0	90,014
	4.1	4.1	4.6	4.8	4.6	411,698
<u>PLANNING</u>						
Director of Planning	1.0	1.0	1.0	1.0	1.0	116,251
Director Business Arts Culture (2)				1.0	1.0	98,907
Senior Planner	1.0	1.0	1.0	1.0	1.0	95,038
Planner	1.0	1.0	1.0	1.0	1.0	86,864
Planning Assistant			1.0	1.0	1.0	61,296
	3.0	3.0	4.0	5.0	5.0	458,356
CD&P TOTAL	20.1	20.1	20.6	21.8	22.0	1,916,283

(1) - Registered Nurse corrected to .8 FTE - .6 paid from budget and .2 paid from revolving fund.

(2) - Transferred from Town Manager

# COMMUNITY DEVELOPMENT AND PLANNING

COMMUNITY DEVELOPMENT/PLANNING		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011801	COMMUNITY DEVELOPMENT SALARIES					
5110	REG WAGES	\$1,392,752	\$1,453,469	\$1,543,215	\$1,695,424	\$1,695,424
5120	OVERTIME	\$32,816	\$29,367	\$31,966	\$31,966	\$31,966
5130	PART TIME	\$239,796	\$214,245	\$190,352	\$195,859	\$195,859
	PART TIME - NEW	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$52,652</u>	<u>\$25,000</u>
	SUBTOTAL	\$1,665,364	\$1,697,081	\$1,765,533	\$1,975,901	\$1,948,249
011802	COMMUNITY DEVELOPMENT EXPENSES					
5220	TELEPHONE	\$6,449	\$6,323	\$7,000	\$7,000	\$7,000
5231	MONTHLY TRANSP	\$18,640	\$18,895	\$18,840	\$20,400	\$20,400
5250	ADVERTISING	\$739	\$0	\$1,250	\$1,250	\$1,250
5270	PRINTING	\$6,383	\$3,611	\$4,200	\$4,200	\$4,200
5271	CREDIT CARD FEES	\$2,602	\$1,897	\$2,000	\$2,000	\$2,000
5286	MAINT/REP LAND	\$517	\$183	\$2,000	\$2,000	\$2,000
5294	CLOTHING/BOOT ALLOWANCE	\$1,257	\$1,810	\$2,700	\$2,700	\$2,700
5295	OTHR SVCS	\$63,579	\$67,230	\$100,650	\$153,066	\$98,500
5310	OFFICE SUP	\$8,655	\$7,640	\$10,000	\$10,000	\$10,000
5322	VACCINATIONS/TESTING	\$797	\$1,327	\$1,500	\$2,000	\$2,000
5394	SUPLIES/BOOKS	\$1,100	\$764	\$1,300	\$1,300	\$1,300
	CULTURE & BUSINESS DEV	\$0	\$0	\$0	\$9,000	\$2,000
5420	OFFICE EQUIP	\$9,549	\$6,117	\$8,900	\$28,385	\$20,885
5710	TRAVEL	\$21,354	\$21,886	\$24,850	\$24,850	\$24,850
5715	PROF DEV	\$15,233	\$14,292	\$22,300	\$25,300	\$22,300
5730	DUES/SUBSCRIPTIONS	\$13,449	\$16,750	\$16,500	\$18,816	\$18,816
5795	CONSERVATION PROGRAMMING	<u>\$0</u>	<u>\$0</u>	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$2,000</u>
	SUBTOTAL	\$170,303	\$168,725	\$225,990	\$314,267	\$242,201
011801	COMMUNITY DEVELOPMENT SALARIES					
5831	FROM RESERVE FUNDS	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>
	SUBTOTAL	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>
	<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$1,810,667</b>	<b>\$1,840,806</b>	<b>\$1,966,523</b>	<b>\$2,265,168</b>	<b>\$2,165,450</b>



# DEPARTMENT OF COMMUNITY SERVICES



## Mission Statement

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



# DEPARTMENT OF COMMUNITY SERVICES

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## Department Description

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

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

- Seasonal recreation, summer camps and organized sports programming
- Elder services
- Veterans benefits, family support and celebrations
- Youth development and leadership
- After school care
- Crisis case management
- Home delivered and congregate meals
- Accessible transportation
- Disease management and continued learning
- Cultural celebrations
- Advocacy and outreach

Additionally, the Department of Community Services in conjunction with other Town Departments serves as trustee and programmer for many of Andover's most treasured resources such as Pomp's Pond/Rec Park, the Andover Youth and Senior Centers, Veterans memorials and our many green spaces and playgrounds.

## FY2021 Objectives

- Continued commitment to organizational alignment in the interest of operational efficiency and effectiveness
- Effective management of the Senior Center renovation project
- Ensure for the continued success of Elder Services programming during the renovation project
- Continue to explore and implement cross-departmental collaborations through shared programming, facilities and resources
- Establish and launch Andover's Citizen's Leadership Academy
- Planning and execution of a community-wide needs survey in the interest of guiding future programming investments
- On-going focus on community-wide communication utilizing multiple platforms
- Exploration of the acquisition of a department-wide registration management system

# DEPARTMENT OF COMMUNITY SERVICES

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## **DIVISION: ELDER SERVICES**

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

The Division is funded through a combination of municipal funding, state and foundation grants, user fees, private donations and the contribution of hundreds of volunteers without whom mission would not be met.

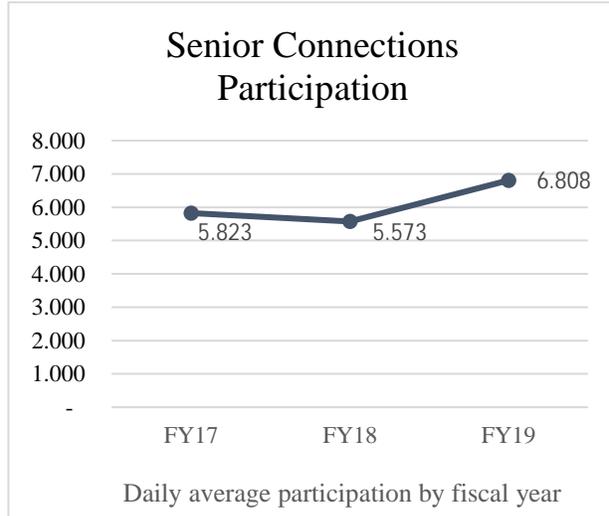
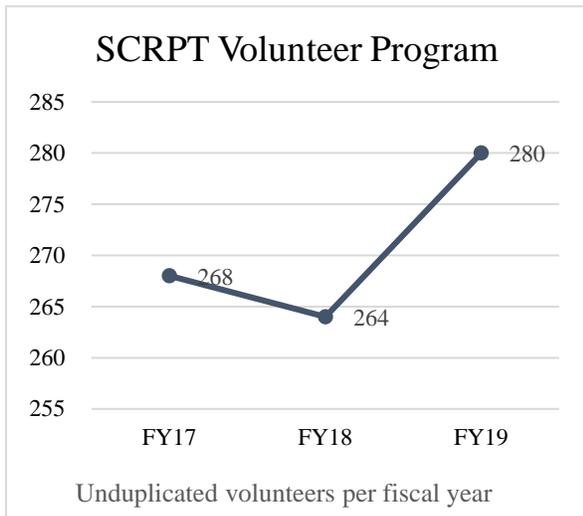
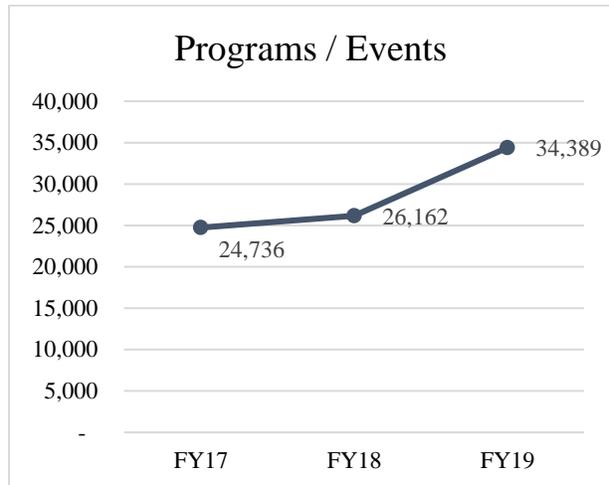
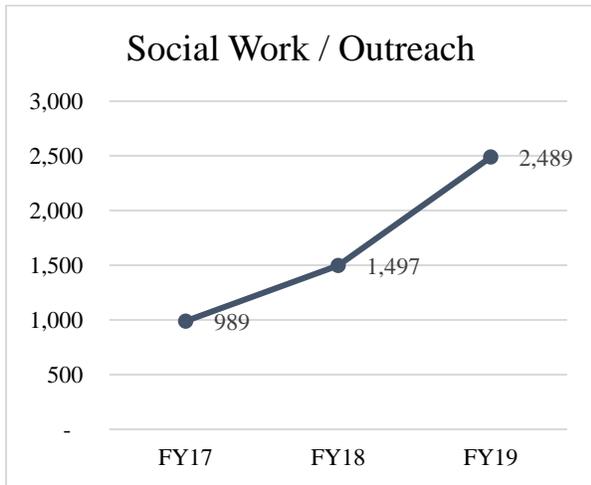
The ongoing challenge for the staff and volunteers is to be responsive to the needs and interests of older adults and their families and to design and implement appropriate programs in the most efficient manner possible for this growing population. Building relationships in the community, sharing expertise,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

## **FY2021 Objectives**

- Ensure for the continued success of Elder Services programming during the renovation of the Senior Center and for the proactive planning of deliverables in preparation for a return to the newly renovated Senior Center
- Active participation in the management of Senior Center renovation project
- Continued coordination of the delivery of critical services to elders and their families, namely; accessible transportation to critical services, congregate and home delivered meals, crisis case management, advocacy and information and referral, health monitoring, Adult Social Day Care, emergency preparedness and cross-departmental collaboration in complex case management
- On-going delivery and evaluation of continued learning, wellness and cultural programming
- Leadership, support and coordination of Andover's robust senior volunteer program
- Continued focus on effective communication across various platforms
- Continued collaboration with other Divisions within the Department

# DEPARTMENT OF COMMUNITY SERVICES

## ELDER SERVICES DIVISION PERFORMANCE STATISTICS



# DEPARTMENT OF COMMUNITY SERVICES

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## **DIVISION: RECREATION**

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

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

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

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

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

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

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

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

# DEPARTMENT OF COMMUNITY SERVICES

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## FY2021 Objectives

### CLASSES AND ENRICHMENT SERVICES

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

### SPECIAL PROGRAMS

- Provide special events and programs to its residents through:
  - High quality family and youth activities.
  - Special events for children and their families with seasonal themes.
  - Community wellness events, community concerts and park events
  - Continue to offer the community a licensed afterschool program

### SUMMER PROGRAMS

- Provide diverse, high quality sports & enrichment programs which meet the needs of residents including:
  - Recreational swimming, boating, and aquatics lessons at Poms Pond.
  - Rec Park Playground program open to Andover residents at an affordable cost.
  - Free community concert program during July and August in The Park.
  - Weekly specialty themed programs.
  - Preschool age events and concerts in the Park.

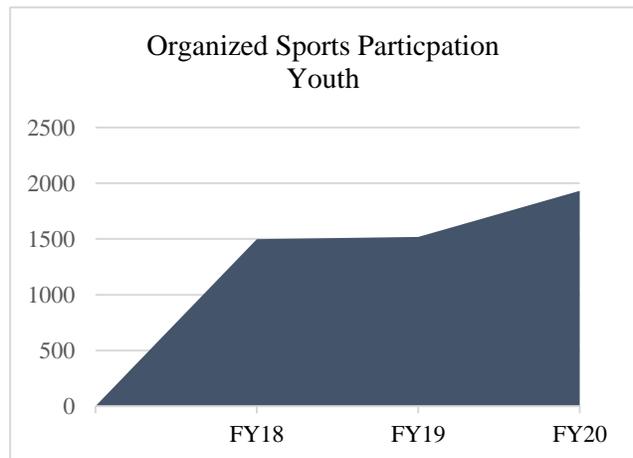
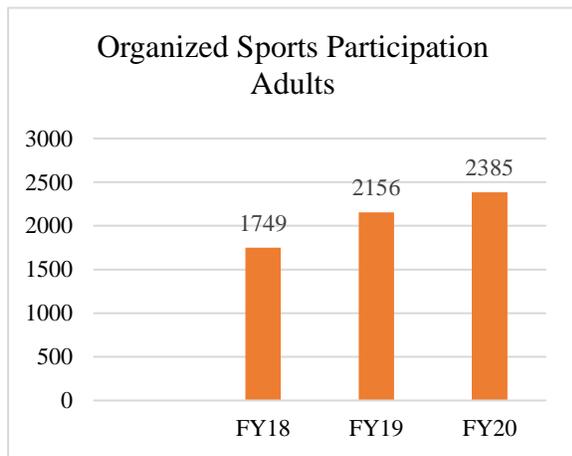
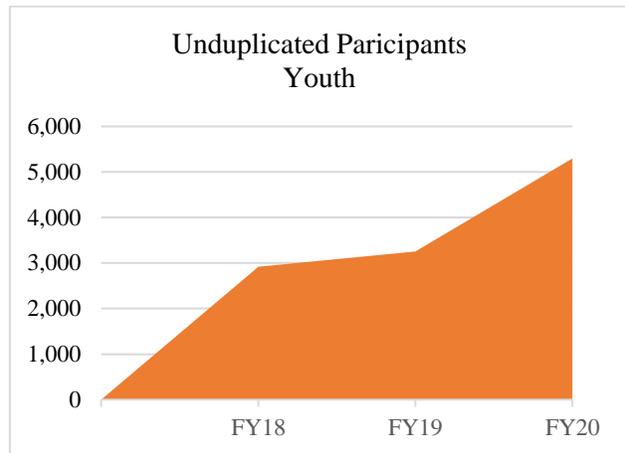
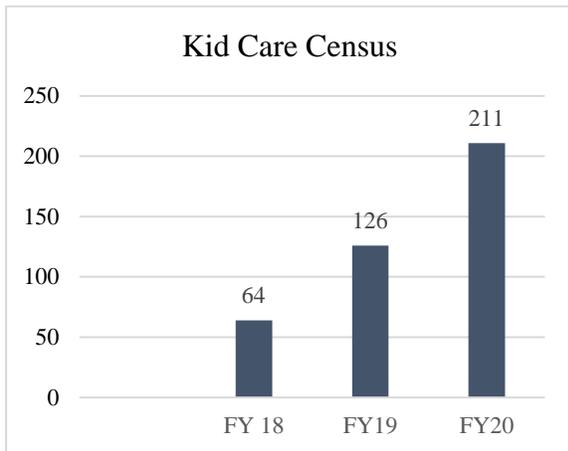
### RECREATION PARK AND POMPS POND

- Provide a natural resource to residents by:
  - Maintaining the park, field, trails, and courts.
  - Maintaining the water quality at Poms Pond.
  - Upgrading facility structures, dock system, playground equipment.
  - Scheduling Rec Park for outings, events, and programs.
  - Offering both active and passive recreation opportunities.
  - Look at individual site ADA issues and develop a plan for improvements.

### ADMINISTRATION

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

**DEPARTMENT OF COMMUNITY SERVICES**  
**RECREATION DIVISION PERFORMANCE STATISTICS**



# DEPARTMENT OF COMMUNITY SERVICES

## DIVISION: VETERAN SERVICES

The Veterans Services Division provides two distinct Veterans Programs; a benefits program and a service program for Andover's 3000 Veterans and their families. The benefits program provides monetary assistance for food, clothing, shelter, utilities, medical care and more for eligible Veterans and their dependents. The benefits program is paid for by the Town and reimbursed 75% by the State. The service program provides assistance in obtaining Federal benefits such as disability compensation, pensions, education, housing, hospitalization, burial and other benefits available under Federal Law. The Veterans Director is also by law the Town's burial agent and graves registration officer. The law requires that all Veterans' graves be properly cared for and decorated. It also provides for proper burial of a Veteran with financial assistance provided if necessary. There are over three thousand eight hundred veterans interred within the Town's ten cemeteries. Memorial Day, Veterans Day, September 11th, Flag Day, and other civic/patriotic observances are run by this office.

State Benefits - In 2019, the office responded to numerous public assistance requests from veterans for fuel, food, housing, burials, medical needs and other under Massachusetts General Law Chapter 115 (M.G.L. C115). This public assistance program is paid for by the Town and reimbursed 75% by the State under M.G.L. C115. The Veterans' Office managed recurring public assistance cases for veterans and/or their families throughout the year, culminating in over \$75,000 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 Hundred Thousand dollars in tax-free federal veterans' benefit dollars annually, mostly through service-connected disabilities and widows' pensions.

The Division invests a substantial amount of time in coordinating and executing on a number of recognition events and ceremonies throughout the year with the express intent of both honoring those that have served and to support a robust community response to those Veterans who call Andover their home. Veterans' Services planned and coordinated the patriotic ceremonies in observance of Memorial Day, September 11th, the Annual Veteran Recognition Luncheon, Veteran's Day, Annual Veteran Holiday Breakfast, Wreaths Across America, and placed flags on the graves of veterans buried in Andover. Veteran involvement with school assemblies and other civic activities during the year were also handled by the Veterans' Services Office.

Highlights of 2019 include: The Heroes Among Us Project "Reunion" on Veteran's Day. The American Legion Post 8 of Andover bench dedication at the Warren "Buster" Deyermund Memorial. Andover being recognized as A Purple Heart Community, and Andover's First Annual Wreaths Across America Event at Spring Grove Cemetery.

### FY2021 Objectives

- To ensure that every Andover Veteran in need of assistance accessing services or benefits receives such assistance from the Division.
- To increase Veteran participation in our various celebrations, services and events throughout the year.
- Maintain Andover's Veterans databases and ensure for their accuracy on-going.
- Collaborating with the other Divisions of the Community Service Department and outside agencies to continue to meet the ever- changing needs of Andover residents

Benefit	FY20 Individuals Served	\$ Value
Service Connected Disability	30	\$201,920.65
Military Pension	9	\$10,832.00
Dependent Pension	23	\$23,882.69
<b>TOTAL</b>	<b>62</b>	<b>\$236,635.34</b>

# DEPARTMENT OF COMMUNITY SERVICES

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## **DIVISION: YOUTH SERVICES**

Our vision for a better community starts with the education and empowerment of youth. With this in mind, Andover Youth Services (AYS) provides the youth and families of Andover with programs that focus on personal, social, cognitive, and creative competence, vocational awareness, health and physical well-being, leadership and service, and developing social skills.

AYS receives ideas and concepts directly from young people and then empowers these youth to transform their ideas into reality. By interacting alongside young people the programs that AYS creates and implements are immediate reflections of what Andover's participating youth want and need.

At the core of every AYS program is the belief that all young people given the tools, support and opportunity can become leaders. AYS continues to be an advocate for youth development in the community and a bridge between youth and a network of support services. Andover's young people face many challenges and our focus is on developing and maintaining programs that are flexible and encourage all youth to use their creativity, spontaneity, and energy in positive ways.

AYS follows a number of youth development goals which prioritizes enhancing various aspects of a young person's identity, sense of safety and structure, high self-esteem, a feeling of having a future, a feeling of belonging to a community, a perception of responsibility and a sense of self-awareness. The organization also looks to improve various aspects of a young person's health including: physical, mental and intellectual, employability and civic and social involvement.

AYS programs are individual experiential learning platforms where counselors are purposefully engaged in the lives of participants with shared direct experience and focused reflection. Through expeditions like rock climbing, hiking, kayaking, or surfing, young people are challenged both physically and mentally in a safe environment providing a gateway to self-discovery and building relationships. Having good fun is always the central objective on any AYS excursion and highly-trained staff ensure that all participants are part of the experience, receive positive feedback, and interact with peers. Every part of our outings, from the dynamic introductions, up through the activity and conclusion of the day, is an opportunity for teachable moments and igniting passion for living in the moment.

Andover Youth Services remains committed to the policy that every young person should have the opportunity to attend our programs, events, and trips, regardless of financial situations or otherwise. Over the course of the last 23 years, AYS has provided hundreds of young people a chance to experience new programs, adventures, and activities with scholarships and sliding scale payment plans. AYS strives to create community-based programs that do not solely rely on fees or revenues. By eliminating financial restrictions, programs and activities become immediately more accessible for youth from all social backgrounds. AYS has relied on contributions from community organizations, local businesses, and corporations to fulfill our low or no fee philosophy.

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

AYS is operating the Cormier Youth Center and it's everything the youth hoped for and growing daily. In FY20 AYS has hosted school and municipal initiatives at the CYC including Global Leadership Conference, 5th & 7th Grade Team Building, AP Testing, Town Public Meetings, Flu Clinics, Elder Services Division programming, and Recreation Division programming. The CYC has become the new Neighborhood and AYS is looking forward to many more positive connections in the coming years.

# DEPARTMENT OF COMMUNITY SERVICES

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## FY2021 Objectives

### CLASSES, PROGRAMS AND EDUCATIONAL SERVICES

- The AYS goal is to try and serve as many young people and their families as possible by:
  - Continually adding new classes into the variety of programs offered to youth.
  - Working in cooperation with Andover Public Schools and community organizations to expand programming and serve those in need.
  - Increase enrollments through improved marketing and community awareness.
  - Providing high quality youth development programs.
  - Providing recreation, educational and wellness opportunities.
  - Increase STEM (science, technology, engineering and mathematics) program offerings.
  - Continue to increase Saturday programming and special events for Andover youth.

### SPECIAL PROGRAMS

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

### OUTREACH PROGRAMS

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

### CORMIER YOUTH CENTER FACILITY

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

### ADMINISTRATION

- Support program offerings through:
  - Streamlining online registration.
  - Communicating using social media like Facebook, Twitter and Instagram.
  - Staying current with an interactive and dynamic website.
  - Promoting Youth Services activities through various media outlets, email communications and internet.
  - Continued collaboration with Divisions across the Department

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

# DEPARTMENT OF COMMUNITY SERVICES

	FTE FY2018	FTE FY2019	FTE FY2020	REQ FY2021	TMREC FY2021	TMREC FY2021
<b>COMMUNITY SERVICES</b>						
<b>ADMINISTRATION</b>						
Director of Community Services	1.00	1.00	1.00	1.00	1.00	134,151
Marketing Director/Recreation Coor		0.25	0.25			
<b>TOTAL ADMINISTRATION</b>	1.00	1.25	1.25	1.00	1.00	134,151
<b>RECREATION</b>						
Recreation Director	1.00	1.00	1.00	1.00	1.00	102,384
Assistant Recreation Director				1.00	1.00	72,570
Recreation Coordinator	2.00	1.75	1.75	1.00	1.00	67,240
	3.00	2.75	2.75	3.00	3.00	242,194
<u>Positions funded from program revenues</u>						
Office Assistant I	1.00	1.00	1.00	1.00	1.00	58,150
Finance Coordinator	1.00	1.00	1.00	1.00	1.00	61,447
Program Assistant II	1.00	1.00	1.00	1.00	1.00	56,033
	3.00	3.00	3.00	3.00	3.00	175,630
<b>TOTAL RECREATION</b>	6.00	5.75	5.75	6.00	6.00	417,824
<b>VETERANS SERVICES</b>						
Director Veterans Services	1.00	1.00	1.00	1.00	1.00	83,700
	1.00	1.00	1.00	1.00	1.00	83,700
<b>YOUTH SERVICES</b>						
Director of Youth Services	1.00	1.00	1.00	1.00	1.00	104,442
Assistant Director	1.00	1.00	1.00	1.00	1.00	93,851
Program Coordinator	1.00	1.00	1.00	1.00	1.00	78,879
Outreach Worker	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>76,668</u>
	4.00	4.00	4.00	4.00	4.00	353,840
<u>Postions funded by program revenues</u>						
Program Assistant II	1.00	1.00	1.00	1.00	1.00	61,157
Office Assistant II	0.52	0.52				
	1.52	1.52	1.00	1.00	1.00	61,157
<b>TOTAL YOUTH SERVICES</b>	5.52	5.52	5.00	5.00	5.00	414,997
<b>ELDER SERVICES</b>						
Director of Elder Services	1.00	1.00	1.00	1.00	1.00	89,760
Outreach Coordinator	1.00	0.90	0.90	0.90	0.90	78,258
Program Coordinator	1.00	1.00	1.00	1.00	1.00	66,822
Food Service Coordinator	1.00	1.00	1.00	1.00	1.00	80,289
Office Assistant III	1.00	1.00	1.00	1.00	1.00	63,170
Intake Asst/Transportation Coor	1.00	1.00	1.00	1.00	1.00	59,439
Office Assistant II Volunteer Coor	0.55	0.55	0.55	1.00	1.00	53,344
Outreach Coordinator		0.25	0.25			
Office Assistant I			0.52	0.52	0.52	22,022
Drivers	1.59	1.50	1.58	1.08	1.08	42,454
Food Service Worker	0.55	0.55	0.55	0.55	0.55	21,848
	8.69	8.75	9.35	9.05	9.05	577,406
Community Outreach Nurse			0.15	0.15	0.15	11,503
Day Care Aide		0.15				
Outreach Coordinator		0.25	0.25			
Senior Connections Lead Prog Asst			1.00	1.00	1.00	46,734
Office Assistant I			0.45	0.45	0.45	19,188
Day Care Aide	1.15	1.00				
Driver	0.15	0.15	0.15			
Food Service Worker	0.27	0.25	0.25	0.25	0.25	11,296
Senior Connection Aides				0.70	0.70	28,666
	1.57	1.80	2.25	2.55	2.55	117,387
<b>TOTAL ELDER SERVICES</b>	10.26	10.55	11.60	11.60	11.60	694,793
<b>TOTAL COMMUNITY SERVICES</b>	23.78	24.07	24.60	24.60	24.60	1,745,465

# DEPARTMENT OF COMMUNITY SERVICES

COMMUNITY SERVICES ADMINISTRATION		FY2018	FY2019	FY2020	FY2021	FY2021
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015441	COMM SERVICES ADMIN SALARIES					
	5110 REG WAGES	\$124,118	\$139,843	\$146,338	\$134,151	\$134,151
	SUBTOTAL	\$124,118	\$139,843	\$146,338	\$134,151	\$134,151
015442	COMM SERVICES ADMIN EXPENSES					
	5231 TRANSPORTATION ALLOWANCE	\$3,000	\$2,000	\$3,000	\$0	\$0
	5710 CITIZENS LEADERSHIP ACADEMY	\$0	\$0	\$0	\$5,000	\$5,000
	5710 TRAVEL	\$0	\$0	\$500	\$1,000	\$1,000
	5715 PROFESSIONAL DEV	\$0	\$29	\$1,000	\$3,500	\$1,000
	5730 DUES/SUBSCRIPTIONS	\$0	\$548	\$1,500	\$1,500	\$1,500
	5799 OFFICE FURNITURE	\$0	\$1,000	\$0	\$0	\$0
	SUBTOTAL	\$3,000	\$3,577	\$6,000	\$11,000	\$8,500
	<b>TOTAL COMMUNITY SERVICES ADMIN</b>	<b>\$127,118</b>	<b>\$143,420</b>	<b>\$152,338</b>	<b>\$145,151</b>	<b>\$142,651</b>

ELDER SERVICES		FY2018	FY2019	FY2020	FY2021	FY2021
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015411	ELDER SERVICES SALARIES					
	5110 REG WAGES	\$270,611	\$298,542	\$402,993	\$412,823	\$412,823
	5120 OVERTIME	\$15,648	\$12,279	\$2,000	\$2,000	\$2,000
	5130 PART TIME	\$233,898	\$239,715	\$158,521	\$164,583	\$164,583
	5140 SEASONAL	\$3,629	\$4,840	\$23,000	\$23,000	\$23,000
	5187 RETRO WAGES	\$2,305	\$0	\$0	\$0	\$0
	SUBTOTAL	\$526,091	\$555,376	\$586,514	\$602,406	\$602,406
015412	ELDER SERVICES EXPENSES					
	5220 TELEPHONE	\$1,028	\$870	\$2,500	\$2,500	\$2,500
	5231 TRANS ALLOWANCE	\$0	\$0	\$2,400	\$2,400	\$2,400
	5250 ADVRTSNG	\$0	\$59	\$100	\$100	\$100
	5270 PRINTING	\$15,099	\$14,287	\$14,600	\$17,600	\$17,600
	5282 REP-OFFICE EQUIP	\$0	\$0	\$990	\$990	\$990
	5291 RENT EQUIP	\$2,600	\$2,800	\$2,600	\$2,600	\$2,600
	5294 CLOTHING ALLOWANCE	\$2,850	\$2,420	\$3,000	\$3,000	\$3,000
	5295 OTHR SVCS	\$14,000	\$14,001	\$14,000	\$14,000	\$14,000
	5310 OFFICE SUP	\$5,799	\$7,870	\$6,000	\$7,000	\$7,000
	5321 FOOD	\$101,284	\$83,444	\$102,000	\$102,000	\$102,000
	5330 OPERATING SUPPLIES	\$3,173	\$4,967	\$0	\$0	\$0
	5350 SUPPLIES/EQUIPMENT	\$0	\$0	\$3,000	\$6,500	\$6,500
	5355 AUTOMOTIVE	\$4,694	\$4,592	\$4,000	\$5,000	\$5,000
	5394 SUPPLIES/BOOKS	\$0	\$0	\$300	\$300	\$300
	5395 OTHER COMMODITIES	\$12,802	\$13,125	\$15,000	\$15,000	\$15,000
	5710 TRAVEL IN-STATE	\$4,579	\$4,865	\$2,000	\$5,000	\$5,000
	5715 PROFESSIONAL DEVELOPMENT	\$180	\$3,108	\$0	\$1,500	\$0
	5730 DUES/SUBSCRIPTIONS	\$1,608	\$1,099	\$2,500	\$1,000	\$1,000
	SUBTOTAL	\$169,696	\$157,507	\$174,990	\$186,490	\$184,990
015411	ELDER SERVICES SALARIES					
	5801 FROM FEDERAL GRANTS	(48,930)	(52,728)	(59,000)	(59,000)	(59,000)
	5811 FROM SALE OF SERVICE	(51,945)	(52,818)	(47,000)	(47,000)	(47,000)
	SUBTOTAL	(100,875)	(105,546)	(106,000)	(106,000)	(106,000)
	<b>TOTAL ELDER SERVICES</b>	<b>\$594,912</b>	<b>\$607,337</b>	<b>\$655,504</b>	<b>\$682,896</b>	<b>\$681,396</b>

# DEPARTMENT OF COMMUNITY SERVICES

RECREATION		FY2018	FY2019	FY2020	FY2021	FY2021
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016301	RECREATION SALARIES					
	5110 REG WAGES	\$233,789	\$205,093	\$222,448	\$242,194	\$242,194
	5120 OVERTIME	\$410	\$2,430	\$700	\$0	\$0
	5130 PART-TIME	\$413	\$1,344	\$0	\$0	\$0
	5140 SEASONAL	\$318,231	\$329,508	\$302,480	\$312,480	\$312,480
	SUBTOTAL	\$552,843	\$538,375	\$525,628	\$554,674	\$554,674
016302	RECREATION EXPENSES					
	5211 ELECTRICITY	\$4,409	\$4,666	\$5,000	\$5,000	\$5,000
	5220 TELEPHONE	\$4,953	\$6,559	\$4,500	\$4,500	\$4,500
	5225 POSTAGE	\$6,629	\$4,365	\$6,600	\$6,600	\$6,600
	5231 TRANS ALLOWANCE	\$1,470	\$1,200	\$2,400	\$2,400	\$2,400
	5270 PRINTING	\$797	\$800	\$0	\$1,000	\$1,000
	5271 CREDIT CARD FEES	\$0	\$23,105	\$0	\$0	\$0
	5282 REP-OFFICE EQUIP	\$3,088	\$7,105	\$2,200	\$0	\$0
	5284 REP-COMPUTERS	\$7,743	\$6,221	\$0	\$0	\$0
	5295 OTHR SVCS	\$169,826	\$138,609	\$170,000	\$170,000	\$170,000
	5310 OFFICE SUPPLIES	\$4,969	\$4,377	\$5,000	\$5,000	\$5,000
	5370 SUPPLIES CONSTRUCTION	\$13,642	\$11,196	\$13,000	\$13,000	\$13,000
	5392 SUPPLIES RECREATION	\$20,323	\$20,395	\$25,000	\$25,000	\$25,000
	5504 TECHNOLOGY	\$0	\$0	\$10,000	\$12,200	\$12,200
	5710 TRAVEL IN-STATE	\$1,819	\$2,947	\$3,000	\$3,000	\$3,000
	5715 PROF DEV	\$413	\$675	\$0	\$2,500	\$2,500
	5720 TRAVEL OUT-OF-STATE	\$0	\$261	\$0	\$0	\$0
	5730 DUES/SUBSCRIPTIONS	\$2,326	\$2,066	\$2,500	\$0	\$0
	SUBTOTAL	\$242,407	\$234,547	\$249,200	\$250,200	\$250,200
016301	RECREATION SALARIES					
	5811 FROM SALE OF SERVICE					
	SUBTOTAL	(579,137)	(594,975)	(583,510)	(593,510)	(593,510)
		(579,137)	(594,975)	(583,510)	(593,510)	(593,510)
	<b>TOTAL RECREATION</b>	<b>\$216,113</b>	<b>\$177,947</b>	<b>\$191,318</b>	<b>\$211,364</b>	<b>\$211,364</b>

# DEPARTMENT OF COMMUNITY SERVICES

YOUTH SERVICES		FY2018	FY2019	FY2020	FY2021	FY2021
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015421	YOUTH SERVICES SALARIES					
	5110 REG WAGES	\$345,700	\$340,864	\$347,449	\$353,840	\$353,840
	5120 OVERTIME	\$0	\$464	\$0	\$0	\$0
	5130 PART TIME	\$342	\$610	\$0	\$0	\$0
	5140 SEASONAL	<u>\$55,662</u>	<u>\$64,098</u>	<u>\$75,222</u>	<u>\$100,222</u>	<u>\$75,222</u>
	SUBTOTAL	\$401,704	\$406,036	\$422,671	\$454,062	\$429,062
015422	YOUTH SERVICES EXPENSES					
	5211 ELECTRICITY	\$1,596	\$1,796	\$25,000	\$25,000	\$25,000
	5212 NATURAL GAS	\$9,115	\$8,294	\$12,000	\$12,000	\$12,000
	5220 TELEPHONE	\$2,567	\$2,399	\$3,300	\$3,300	\$3,300
	5225 POSTAGE	\$0	\$38	\$200	\$200	\$200
	5231 TRANS ALLOWANCE	\$2,300	\$2,400	\$2,400	\$2,400	\$2,400
	5250 ADVERTISING	\$1,000	\$1,000	\$0	\$0	\$0
	5270 PRINTING	\$2,522	\$2,991	\$5,000	\$5,000	\$5,000
	5271 CREDIT CARD FEES	\$0	\$2,340	\$0	\$0	\$0
	5292 RENTAL/FACILITIES	\$2,794	\$3,248	\$3,000	\$3,000	\$3,000
	5295 OTHR SVCS	\$10,592	\$12,865	\$10,500	\$10,500	\$10,500
	5310 OFFICE SUPPLIES	\$3,818	\$6,184	\$7,000	\$7,000	\$7,000
	5321 FOOD	\$11,754	\$25,885	\$15,000	\$25,000	\$15,000
	5350 SUPPLIES/EQUIPMENT	\$0	\$0	\$0	\$2,500	\$2,500
	5355 AUTOMOTIVE FUEL	\$4,478	\$4,728	\$8,000	\$8,000	\$8,000
	5370 SUPPLIES CONSTRUCTION	\$5,269	\$4,499	\$5,000	\$5,000	\$5,000
	5392 SUPPLIES RECREATION	\$30,438	\$17,942	\$11,000	\$15,000	\$15,000
	5710 TRAVEL IN-STATE	\$0	\$0	\$1,400	\$1,400	\$1,400
	5715 PROFESSIONAL DEV	\$850	\$663	\$500	\$500	\$500
	5730 DUES/SUBSCRIPTIONS	\$75	\$480	\$100	\$100	\$100
	SUBTOTAL	<u>\$89,168</u>	<u>\$97,752</u>	<u>\$109,400</u>	<u>\$125,900</u>	<u>\$115,900</u>
56640	YOUTH SERVICES EXPENSES					
	SALES OF SERVICE	(4,482)	(4,482)	(4,482)	(25,000)	(25,000)
	AYF GIFT	<u>(22,000)</u>	<u>(22,000)</u>	<u>(22,000)</u>	<u>(22,000)</u>	<u>(22,000)</u>
		<u>(26,482)</u>	<u>(26,482)</u>	<u>(26,482)</u>	<u>(47,000)</u>	<u>(47,000)</u>
	<b>TOTAL YOUTH SERVICES</b>	<b>\$464,390</b>	<b>\$477,306</b>	<b>\$505,589</b>	<b>\$532,962</b>	<b>\$497,962</b>

VETERANS SERVICES		FY2018	FY2019	FY2020	FY2021	FY2021
GENERAL GOVERNMENT		ACTUAL	ACTUAL	ACTUAL	DEPT REQ	TOWN MGR
015501	VETERANS SERVICES SALARIES					
	5110 REG WAGES	\$57,496	\$63,061	\$79,326	\$83,700	\$83,700
	5130 PART TIME	<u>\$1,925</u>	<u>\$6,077</u>	<u>\$5,000</u>	<u>\$5,000</u>	<u>\$5,000</u>
	SUBTOTAL	\$59,421	\$69,138	\$84,326	\$88,700	\$88,700
015502	VETERANS SERVICES EXPENSES					
	5270 PRINTING	\$140	\$276	\$0	\$0	\$0
	5231 TRANS ALLOWANCE	\$0	\$0	\$1,200	\$1,200	\$1,200
	5294 CLOTHING ALLOWANCE	\$0	\$0	\$250	\$250	\$250
	5295 OTHR SVCS	\$77,588	\$77,178	\$100,000	\$100,000	\$88,000
	5310 OFFICE SUP	\$6,620	\$821	\$500	\$500	\$500
	5710 TRAVEL	\$1,041	\$180	\$650	\$650	\$650
	5715 PROF DEV	\$195	\$0	\$0	\$0	\$0
	5730 DUES/SUBSCRIPTIONS	<u>\$3,317</u>	<u>\$470</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
	SUBTOTAL	<u>\$88,901</u>	<u>\$78,925</u>	<u>\$103,100</u>	<u>\$103,100</u>	<u>\$91,100</u>
	<b>TOTAL VETERANS SERVICES</b>	<b>\$148,322</b>	<b>\$148,063</b>	<b>\$187,426</b>	<b>\$191,800</b>	<b>\$179,800</b>

# DEPARTMENT OF COMMUNITY SERVICES

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## Patriotic and Civic Celebrations

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

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

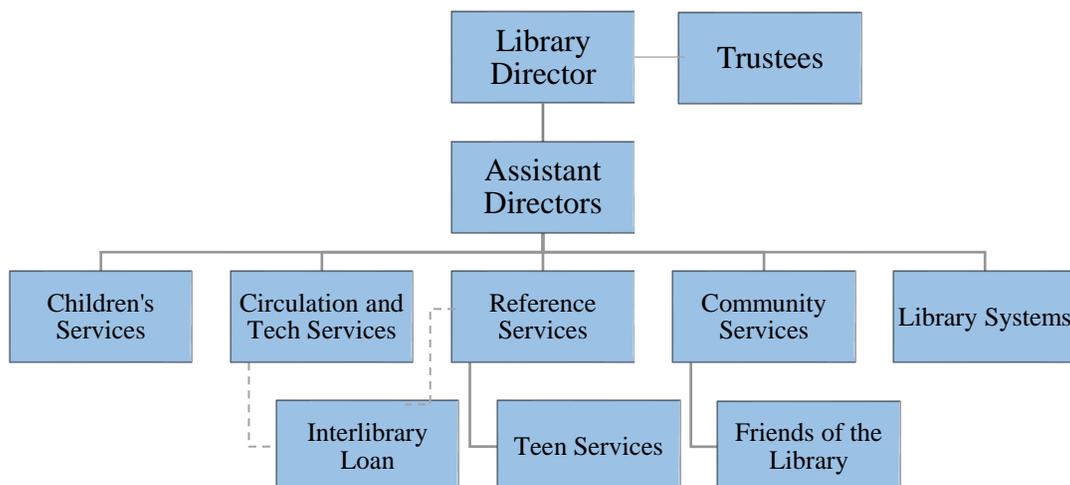


# MEMORIAL HALL LIBRARY



## Mission Statement

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



# MEMORIAL HALL LIBRARY

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## Department Description

Through a diverse blend of materials and services, **Memorial Hall Library** serves as the educational, informational, and cultural heart of the community. The Library provides programs for all ages and access to library materials, information technology, and online services. With approximately 182,000 visits in 2019, library patrons borrowed more than half a million items and accessed over 275,000 electronic resources.

**Administration** works with Town Government, the Board of Trustees, Senior Staff and the public to set annual library goals, objectives and action items, partners with Town Facilities and DPW departments to improve and maintain the Library building and grounds to ensure that it meets current patron needs and expectations. As part of the Merrimack Valley Library Consortium Library Administration collaborates with the 36-member consortium to optimize cooperative library initiatives, including a shared public catalog and shared library resources.

The **Library Systems Team** works with library administration, Town IT and MVLC technology staff to ensure that both the public and staff have access to high quality computers and a secure, reliable network infrastructure. The office supports library automation software, staff and public Internet access, Microsoft Office applications, reference databases, public training, and presentation technology in public meeting rooms.

The **Circulation Department** serves as the initial point of service for most adults entering the library. They register library patrons, coordinate loans of library materials, manage overdue, missing and lost items, holds, book club kits, the library of things and museum passes. They process loan requests for materials not held in the Merrimack Valley Library Consortium and are responsible for all Commonwealth Catalog and Mediated Interlibrary Loan requests. The department provides help and answers questions in person, by phone and by email.

The **Technical Services Department** orders, receives, catalogs and prepares materials for circulation. Bibliographic and item records for materials are entered into the 36-member Merrimack Valley Library Consortium database which is available remotely to home users via a shared online catalog. They manage the serials collection and the withdrawal of outdated, damaged and missing items as well as the replacement of classic titles. The department is also responsible for maintaining accurate records of expenditures for library materials.

The **Reference Department** provides help and answers questions in person, by phone, by email and by chat. The department manages the Andover Room local history collection and genealogy programming. They are responsible for assisting patrons with streaming or downloading eBooks, audiobooks, music and movies and providing technology assistance to patrons using library and personal devices. The department supports public copying, printing, faxing and scanning services and maintains the library web presence and social media accounts.

The **Children's Department** plans and provides services for children, birth through grade 5. They offer programs such as story hours, crafts, music and summer reading programs. The department helps children and their families select the materials they need to progress as readers and as learners and functions as a destination learning space for families.

The **Teen Department** plans and provides services for middle and high school students. They offer programming and teen-related collections such as crafts, games and summer reading. They maintain a cooperative relationship with Andover schools, both public and private.

The **Community Services Department** organizes cultural and educational programs for adults, develops promotional materials, plans art exhibits and other public relations activities. They serve as the library's liaison to the *Friends of Memorial Hall Library* and supervise library volunteers. The department collaborates with other Town departments and organizations.

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## Vision Statement

Memorial Hall Library is a community partner and community space dedicated to the free and open exchange of ideas. Library patrons experience Memorial Hall Library as a responsive, vital resource for meeting their individual

# MEMORIAL HALL LIBRARY

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and family needs. Lives are enriched through a lifelong relationship with literature, art, information, technology and each other.

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## **FY2021 Objectives**

### **OVERALL OBJECTIVES**

- Continue to provide outstanding customer service to the residents of Andover and library patrons
- Develop a new Strategic Plan
- Encourage and support staff to participate in training and workshops
- Work with Town Facilities on FY20/21 CIP articles and other building enhancements
- Implement new features in the integrated library automation system, including patron self-registration

### **ADMINISTRATION/REFERENCE/LIBRARY SYSTEMS**

- Upgrade public computers
- Continue digitizing and indexing local newspapers currently on microfilm
- Explore additional streaming products and electronic databases
- Explore the design and relocation of the Makerspace

### **CIRCULATION/ TECHNICAL SERVICES/INTER-LIBRARY LOAN**

- Implement automatic renewals and patron self-registration
- Provide increased cross-training to expedite the workflow
- Encourage more staff to take advantage of training opportunities

### **TEEN SERVICES**

- Continue to engage teens, provide a space for them to interact and keep them safe
- Coordinate with school librarians to organize and promote summer reading
- Deploy staff to better serve the increased numbers of middle school students using the library

### **CHILDREN'S SERVICES**

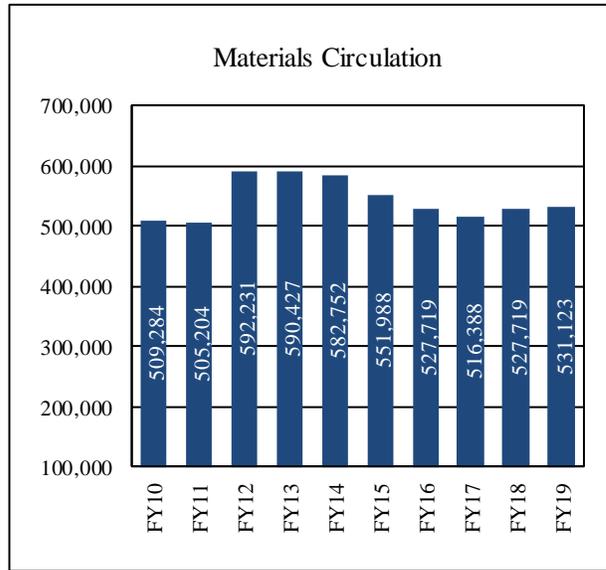
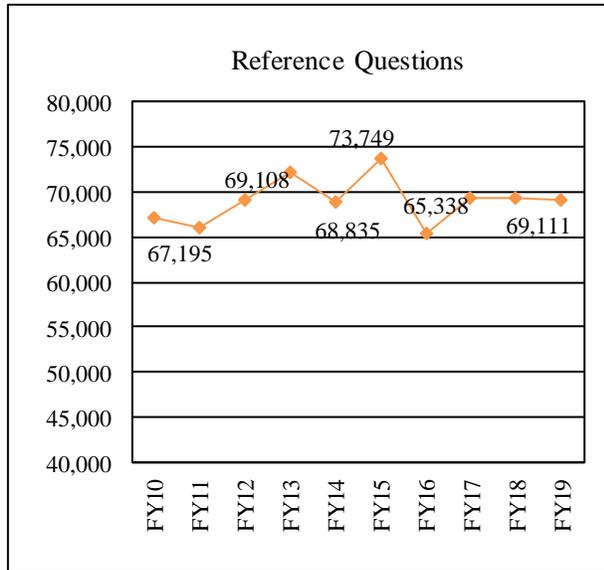
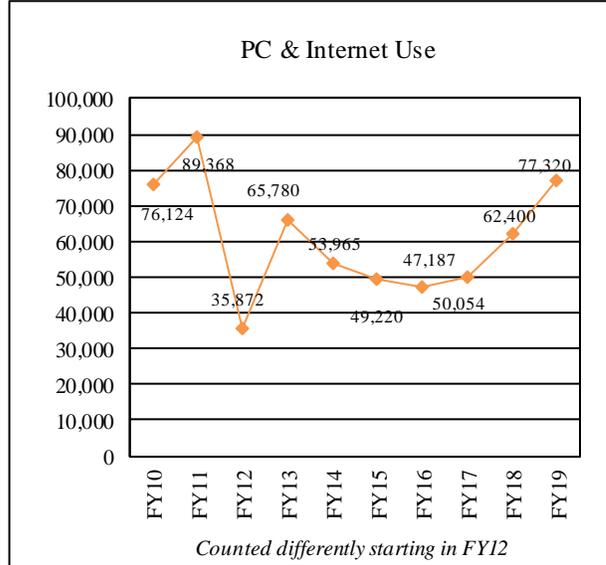
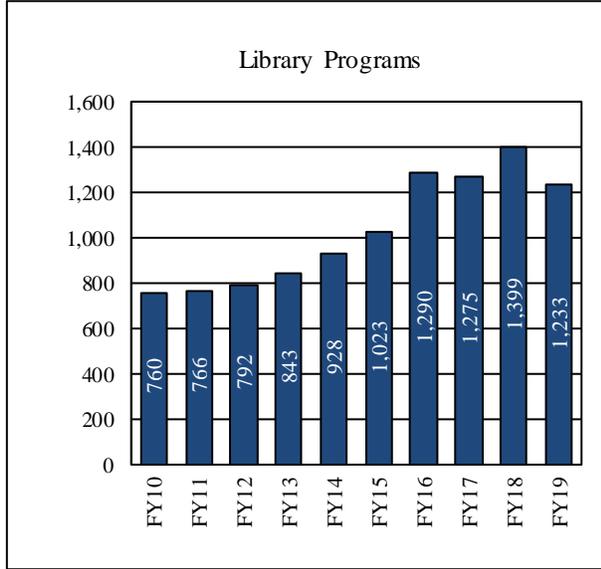
- Replace the children's room circulation desk
- Reorganize space to facilitate better usage
- Deploy staff to better serve the increased numbers of families using the Children's Room

### **COMMUNITY SERVICES**

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

# MEMORIAL HALL LIBRARY

## LIBRARY PERFORMANCE STATISTICS



# MEMORIAL HALL LIBRARY

<u>Position Classification</u>	<u>FTE FY2018</u>	<u>FTE FY2019</u>	<u>FTE FY2020</u>	<u>REQ FY2021</u>	<u>TMREC FY2021</u>	<u>TMREC FY2021</u>
<b>MEMORIAL HALL LIBRARY</b>						
<u>Full Time</u>						
Library Director	1.0	1.0	1.0	1.0	1.0	122,079
Assistant Library Director	1.0	1.0	1.0	2.0	2.0	193,248
Assistant Library - Coord Tech & Circ Serv	1.0	1.0	1.0			
Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	191,003
Library Systems Coordinator	1.0	1.0	1.0	1.0	1.0	82,189
Librarian	8.0	8.0	8.0	8.0	8.0	616,132
Comm Services Librarian	1.0	1.0	1.0	1.0	1.0	80,065
Acquisitions Head	1.0	1.0	1.0	1.0	1.0	71,375
Executive Secretary	1.0	1.0	1.0	1.0	1.0	71,778
Library Asst II	2.0	2.0	2.0	2.0	2.0	133,236
Library Assistant	2.0	2.0	2.0	2.0	2.0	115,973
	21.0	21.0	21.0	21.0	21.0	1,677,078
<u>Part Time</u>						
Librarians	0.6	0.6	0.6	0.6	0.6	48,829
Library Assistant	5.3	5.3	5.3	5.3	5.3	321,216
Pages and Aides						123,420
	5.9	5.9	5.9	5.9	5.9	493,465
<b>GRAND TOTAL</b>	26.9	26.9	26.9	26.9	26.9	2,170,543

# MEMORIAL HALL LIBRARY

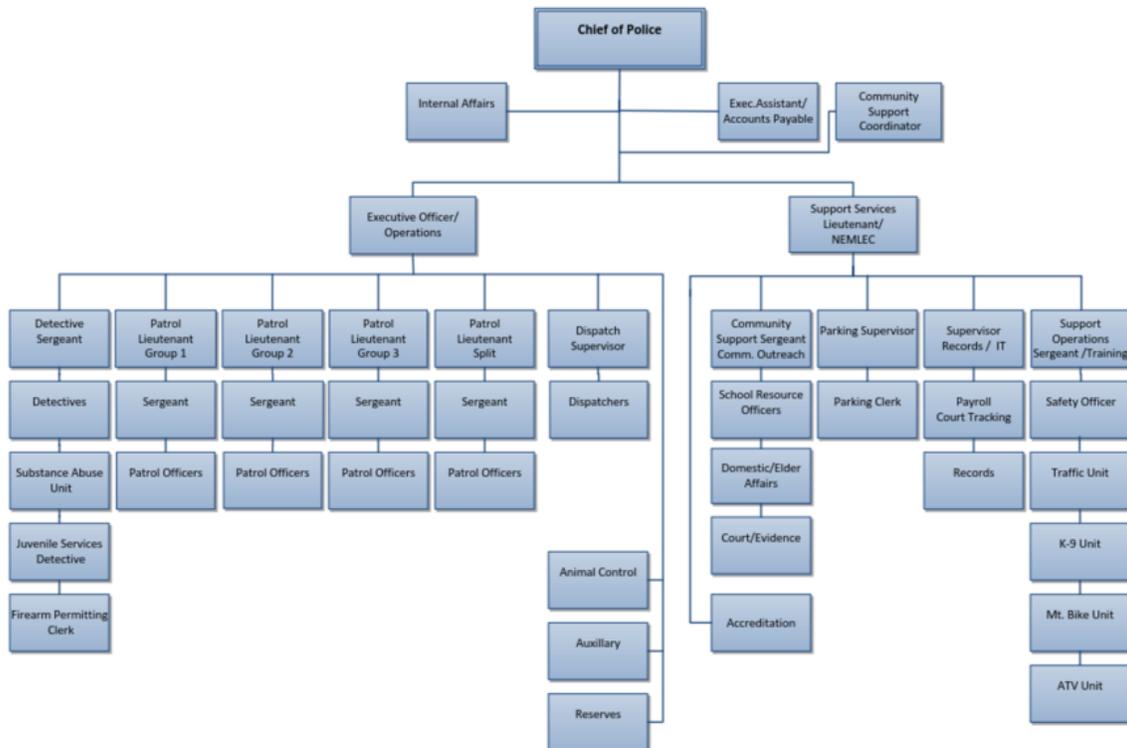
MEMORIAL HALL LIBRARY		FY2018	FY2019	FY2020	FY2021	FY2021
LIBRARY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016101	LIBRARY SALARIES					
	5110 REG WAGES	\$1,547,068	\$1,614,302	\$1,647,778	\$1,677,078	\$1,677,078
	5120 OVERTIME	\$35,860	\$35,046	\$85,000	\$85,000	\$85,000
	5130 PART TIME	\$471,561	\$475,307	\$482,361	\$493,465	\$493,465
	5187 RETRO WAGES	\$2,522	\$0	\$0	\$0	\$0
	SUBTOTAL	\$2,057,011	\$2,124,655	\$2,215,139	\$2,255,543	\$2,255,543
016102	LIBRARY EXPENSES					
	5211 ELECTRICITY	\$73,405	\$44,660	\$77,325	\$65,000	\$65,000
	5213 NATURAL GAS/OIL	\$25,155	\$16,824	\$28,000	\$25,000	\$25,000
	5220 TELEPHONE	\$3,380	\$3,572	\$4,300	\$4,300	\$4,300
	5225 POSTAGE	\$2,037	\$2,053	\$3,000	\$3,000	\$3,000
	5270 PRINTING	\$921	\$1,021	\$3,000	\$3,000	\$3,000
	5282 REP-OFFICE EQUIP	\$6,206	\$7,322	\$7,000	\$7,000	\$7,000
	5295 OTHR SVCS	\$3,742	\$5,668	\$5,000	\$8,000	\$8,000
	5310 OFFICE SUPPLIES	\$3,530	\$4,152	\$4,500	\$4,500	\$4,500
	5330 SUPPLIES/BUILDING	\$22,312	\$18,134	\$25,000	\$25,000	\$25,000
	5350 SUPPLIES/EQUIPMENT	\$17,450	\$15,319	\$13,000	\$13,000	\$13,000
	5394 SUPPLIES/BOOKS	\$342,929	\$344,714	\$355,000	\$360,000	\$360,000
	5430 OTHER EQUIPMENT	\$51,065	\$60,344	\$55,000	\$55,000	\$55,000
	5710 TRAVEL IN-STATE	\$1,037	\$617	\$1,500	\$1,500	\$1,500
	5715 PROFESSIONAL DEVELOPMENT	\$2,346	\$7,300	\$0	\$7,000	\$0
	5730 DUES/SUBSCRIPTIONS	\$91,505	\$85,687	\$85,687	\$85,687	\$85,687
	SUBTOTAL	\$647,020	\$617,387	\$667,312	\$666,987	\$659,987
	<b>TOTAL LIBRARY</b>	<b>\$2,704,031</b>	<b>\$2,742,042</b>	<b>\$2,882,451</b>	<b>\$2,922,530</b>	<b>\$2,915,530</b>

# POLICE DEPARTMENT



## Mission Statement

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



# POLICE DEPARTMENT

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## Department Description

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

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

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

### OPERATIONS DIVISION:

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

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

### Specialized Patrol Units

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

# POLICE DEPARTMENT

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to the River Road Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control and inspections of animal kennels, shelters and barns.

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

## SPECIAL SERVICES DIVISION:

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

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

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

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

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

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

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

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

**Court Diversion** – This program allows youths in the community to perform community service as a sentencing alternative for delinquent behavior.

## EMERGENCY MANAGEMENT:

The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case centralized Massachusetts Emergency Management Agency

# **POLICE DEPARTMENT**

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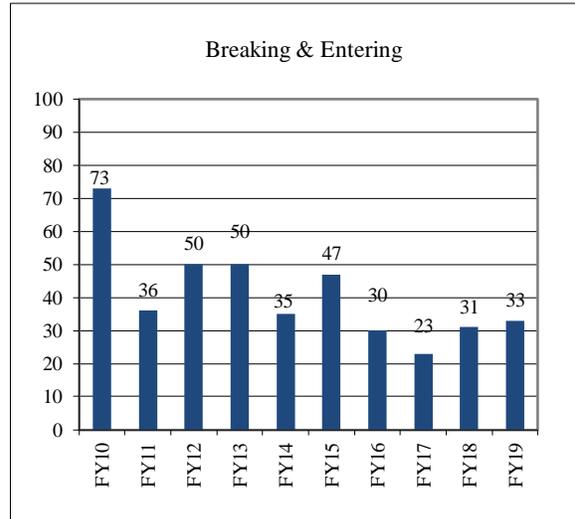
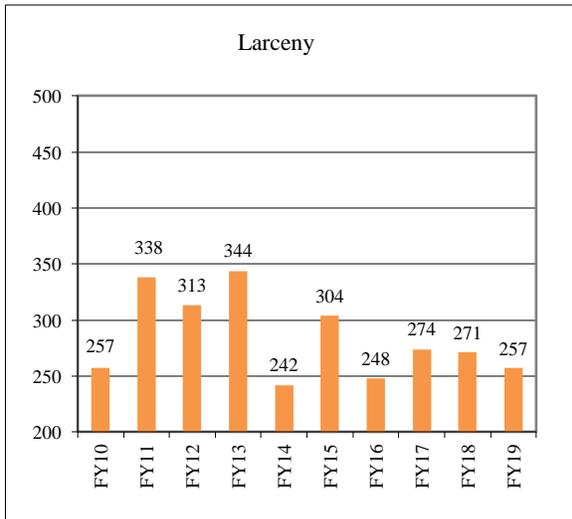
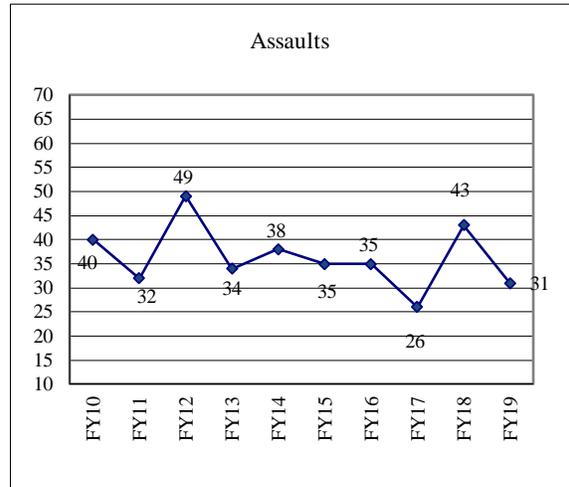
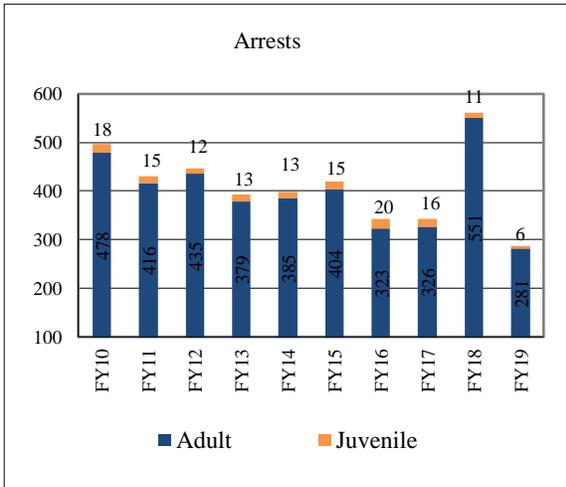
(M.E.M.A.) coordination maximizes available resources used. The Chief of Police is the Emergency Management Director and serves as the State Liaison. Public education, auxiliary training, radio communications and inter department coordination are the four main focus areas of this division. This division is also responsible for the town's participation in the Regional Local Emergency Planning Committee (LEPC). This committee is responsible for coordinating the town's response to any hazardous materials spill or incident. The Chief of Police is the Emergency Response Coordinator for the Town Of Andover while working closely with other Town leaders.

## **FY2021 Objectives**

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

# POLICE DEPARTMENT

## POLICE PERFORMANCE STATISTICS



# POLICE DEPARTMENT

POLICE DEPARTMENT	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>REQ</u> <u>FY2021</u>	<u>TMREC</u> <u>FY2021</u>	<u>TMREC</u> <u>FY2021</u>
Chief of Police	1.0	1.0	1.0	1.0	1.0	197,908
Lieutenant	6.0	6.0	6.0	6.0	6.0	855,867
Sergeant	8.0	8.0	8.0	8.0	8.0	883,115
Patrol Officers *	37.0	37.0	37.0	37.0	37.0	3,114,849
School Patrol Officer **	1.0	1.0	1.0	1.0	1.0	70,688
Less Andover School Contribution						(48,938)
Office Assistant II	1.0	1.0	1.0	1.0	1.0	60,127
Office Assistant III	1.0	1.0	1.0	1.0	1.0	71,441
Executive Assistant	1.0	1.0	1.0	1.0	1.0	62,035
Records Clerk	2.0	2.0	2.0	2.0	2.0	124,990
Community Support Coordinator	1.0	1.0	1.0	1.0	1.0	98,906
Public Safety Network Administrator (1)				1.0	1.0	114,749
Unclassified						213,224
Note: Patrol Officer Wages Shown at FY20 Rates	59.0	59.0	59.0	60.0	60.0	5,818,959
<u>Part-Time</u>						
New Horizons after school program	0.5					
Reserve Officers						17,600
Matrons						3,000
	0.5	0.0	0.0	0.0	0.0	20,600
<u>CENTRAL DISPATCHING</u>						
Dispatch Supervisor (D2)	1.0	1.0	1.0	1.0	1.0	78,545
Dispatcher (D1)	10.0	10.0	10.0	10.0	10.0	715,142
Reserve Dispatchers						46,360
	11.0	11.0	11.0	11.0	11.0	840,047
<u>ANIMAL CONTROL</u>						
Animal Control Officer (I-16)	1.0	1.0	1.0	1.0	1.0	73,905
	1.0	1.0	1.0	1.0	1.0	73,905
<u>PARKING CONTROL</u>						
Parking Control Supervisor (I-14)	1.0	1.0	1.0	1.0	1.0	68,409
Parking Control Assistant (I-10)	0.5	0.5	0.5	0.5	0.5	24,564
	1.5	1.5	1.5	1.5	1.5	92,973
GRAND TOTAL	73.0	72.5	72.5	73.5	73.5	6,846,484

(1) - Transfer from IT

# POLICE DEPARTMENT

POLICE DEPARTMENT			FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012101	POLICE DEPT SALARIES						
	5110	REG WAGES	\$5,104,519	\$5,388,786	\$5,666,641	\$5,818,959	\$5,818,959
	5111	ILD INJURED ON DUTY	\$176,057	\$149,233	\$0	\$0	\$0
	5123	MISC OT	\$1,047,628	\$908,095	\$920,000	\$947,600	\$947,600
	5125	COURT DUTY	\$62,684	\$73,041	\$70,000	\$72,100	\$72,100
	5127	INVESTIGATIONS	\$87,368	\$123,944	\$16,000	\$16,480	\$16,480
	5130	PART TIME	\$16,495	\$11,629	\$20,000	\$20,600	\$20,600
	5187	RETRO WAGES	\$3,603	\$0	\$0	\$0	\$0
	SUBTOTAL		\$6,498,354	\$6,654,728	\$6,692,641	\$6,875,739	\$6,875,739
012102	POLICE DEPT EXPENSES						
	5211	ELECTRIC	\$112,561	\$86,913	\$101,000	\$100,000	\$100,000
	5213	NATURAL GAS/OIL	\$48,332	\$44,320	\$50,000	\$50,000	\$50,000
	5220	TELEPHONE	\$71,542	\$65,789	\$35,000	\$40,000	\$30,000
	5225	POSTAGE	\$5,137	\$442	\$5,000	\$5,000	\$5,000
	5285	REP/OTHER EQUIP	\$115,254	\$134,470	\$150,000	\$150,000	\$135,000
	5287	REPAIRS/RADIO EQUIP	\$60,675	\$92,492	\$70,000	\$75,000	\$75,000
	5291	EQUIPMENT RENTAL	\$23,703	\$28,987	\$35,000	\$35,000	\$35,000
	5294	CLOTHING ALLOWANCE	\$74,188	\$72,893	\$76,000	\$76,000	\$76,000
	5295	OTHR SVCS	\$56,523	\$18,685	\$60,000	\$60,000	\$60,000
	5296	MEDICAL EXPENSES	\$23,142	\$46,070	\$32,000	\$32,000	\$32,000
	5310	OFFICE SUPPLIES	\$8,176	\$6,367	\$10,000	\$10,000	\$10,000
	5350	OPERATING SUPPLIES	\$83,039	\$66,944	\$75,000	\$75,000	\$75,000
	5355	AUTOMOTIVE FUEL	\$75,664	\$79,954	\$78,000	\$78,000	\$78,000
	5395	OTHER COMMODITIES	\$43,947	\$62,948	\$60,000	\$60,000	\$60,000
	5410	MACHINERY/EQUIPMENT	\$35,845	\$33,516	\$48,000	\$48,000	\$47,000
	5504	TECHNOLOGY	\$0	\$17,483	\$0	\$0	\$0
	5710	TRAVEL	\$9,361	\$7,262	\$6,000	\$6,000	\$6,000
	5716	ACADEMY TRAINING	\$0	\$170	\$8,000	\$8,000	\$8,000
	5715	PROFESSIONAL DEV	\$32,745	\$65,879	\$20,000	\$30,000	\$20,000
	5730	DUES/SUBSCRIPTIONS	\$18,500	\$22,073	\$20,000	\$20,000	\$20,000
	5799	OFFICE FURNITURE	\$0	\$3,842	\$0	\$0	\$0
	SUBTOTAL		\$898,334	\$957,499	\$939,000	\$958,000	\$922,000
012101	POLICE DEPT SALARIES						
	5811	FROM SALE OF SERVICE	\$ (95,449)	\$ (161,072)	\$ (90,000)	\$ (90,000)	\$ (90,000)
	5831	FROM RESERVE FUNDS	\$ (40,000)	\$ -	\$ -	\$ (64,947)	\$ (64,947)
	SUBTOTAL		\$ (135,449)	\$ (161,072)	\$ (90,000)	\$ (154,947)	\$ (154,947)
	<b>TOTAL POLICE DEPARTMENT</b>		<b>\$7,261,239</b>	<b>\$7,451,155</b>	<b>\$7,541,641</b>	<b>\$7,678,792</b>	<b>\$7,642,792</b>

# POLICE DEPARTMENT

<b>POLICE CENTRAL DISPATCH</b>		<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2021</b>
<b>PUBLIC SAFETY</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
012151	CENTRAL DISPATCH SALARIES					
5110	REG WAGES	\$619,035	\$671,280	\$753,287	\$753,287	\$753,287
5123	MISC OT	\$88,642	\$89,090	\$112,000	\$112,000	\$112,000
5130	PART TIME	<u>\$45,257</u>	<u>\$45,819</u>	<u>\$45,000</u>	<u>\$45,000</u>	<u>\$45,000</u>
	<b>SUBTOTAL</b>	<b>\$779,200</b>	<b>\$806,189</b>	<b>\$910,287</b>	<b>\$910,287</b>	<b>\$910,287</b>
012152	CENTRAL DISPATCH EXPENSES					
5285	REP/OTHER EQUIP	\$2,085	\$853	\$2,500	\$2,500	\$2,500
5287	REPAIRS/RADIO EQUIP	\$4,408	\$13,190	\$6,000	\$6,000	\$6,000
5291	EQUIPMENT RENTAL	\$0	\$1,563	\$3,000	\$3,000	\$3,000
5294	CLOTHING ALLOWANCE	\$4,709	\$5,010	\$5,500	\$5,500	\$5,500
5310	OFFICE SUPPLIES	\$438	\$500	\$500	\$500	\$500
5350	OPERATING SUPPLIES	\$475	\$985	\$5,000	\$5,000	\$5,000
5420	OFFICE EQUIPMENT	\$1,716	\$304	\$2,000	\$2,000	\$2,000
5710	TRAVEL	\$0	\$1,685	\$0	\$0	\$0
5715	PROFESSIONAL DEVELOPMENT	\$3,683	\$2,020	\$4,500	\$4,500	\$4,500
5799	OFFICE FURNITURE	\$0	\$699	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b><u>\$17,514</u></b>	<b><u>\$26,809</u></b>	<b><u>\$29,000</u></b>	<b><u>\$29,000</u></b>	<b><u>\$29,000</u></b>
	<b>TOTAL POLICE CENTRAL DISPATCH</b>	<b>\$796,714</b>	<b>\$832,998</b>	<b>\$939,287</b>	<b>\$939,287</b>	<b>\$939,287</b>

<b>POLICE ANIMAL CONTROL</b>		<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2021</b>
<b>PUBLIC SAFETY</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
012161	POLICE ANIMAL CONTROL SALARIES					
5110	REG WAGES	\$69,454	\$70,844	\$72,455	\$73,905	\$73,905
5120	OVERTIME	\$9,243	\$9,373	\$10,000	\$10,300	\$10,300
5187	RETRO WAGES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	<b>SUBTOTAL</b>	<b>\$78,697</b>	<b>\$80,217</b>	<b>\$82,455</b>	<b>\$84,205</b>	<b>\$84,205</b>
012162	POLICE ANIMAL CONTROL EXPENSES					
5294	CLOTHING ALLOWANCE	\$780	\$985	\$1,000	\$1,000	\$1,000
5295	OTHER SERV	\$3,612	\$2,140	\$5,000	\$5,000	\$5,000
5310	OFFICE SUPPLIES	\$30	\$0	\$300	\$300	\$300
5350	OPERATING SUPPLIES	<u>\$100</u>	<u>\$40</u>	<u>\$1,000</u>	<u>\$1,000</u>	<u>\$1,000</u>
	<b>SUBTOTAL</b>	<b><u>\$4,522</u></b>	<b><u>\$3,165</u></b>	<b><u>\$7,300</u></b>	<b><u>\$7,300</u></b>	<b><u>\$7,300</u></b>
	<b>TOTAL POLICE ANIMAL CONTROL</b>	<b>\$83,219</b>	<b>\$83,382</b>	<b>\$89,755</b>	<b>\$91,505</b>	<b>\$91,505</b>

# POLICE DEPARTMENT

<b>POLICE EMERGENCY PREPAREDNESS</b>		<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2021</b>
<b>PUBLIC SAFETY</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
012171	EMERGENCY PREP SALARIES					
	5130 PART TIME	\$1,500	\$1,500	\$1,550	\$1,597	\$1,597
	SUBTOTAL	\$1,500	\$1,500	\$1,550	\$1,597	\$1,597
012172	POLICE - EMERGENCY PREP EXPENSES					
	5220 TELEPHONE	\$666	\$756	\$700	\$700	\$700
	5310 OFFICE SUPPLIES	\$331	\$0	\$300	\$300	\$300
	5350 OPERATING SUPPLIES	\$851	\$0	\$2,500	\$2,500	\$2,500
	5360 REPAIR PARTS/EQUIP	\$16,959	\$16,959	\$17,000	\$17,000	\$17,000
	SUBTOTAL	\$18,807	\$17,715	\$20,500	\$20,500	\$20,500
	<b>TOTAL POLICE EMERGENCY PREP</b>	<b>\$20,307</b>	<b>\$19,215</b>	<b>\$22,050</b>	<b>\$22,097</b>	<b>\$22,097</b>

<b>POLICE PARKING CONTROL</b>		<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2021</b>
<b>PUBLIC SAFETY</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
012181	PARKING CONTROL SALARIES					
	5110 REG WAGES	\$61,926	\$65,166	\$67,066	\$68,409	\$68,409
	5120 OVERTIME	\$931	\$4,162	\$1,200	\$1,236	\$1,236
	5130 PART TIME	\$21,329	\$22,016	\$23,223	\$24,564	\$24,564
	SUBTOTAL	\$84,186	\$91,344	\$91,489	\$94,209	\$94,209
012182	PARKING CONTROL EXPENSES					
	5294 CLOTHING ALLOWANCE	\$782	\$2,020	\$1,000	\$1,500	\$1,500
	5310 OFFICE SUPPLIES	\$14,938	\$5,646	\$20,000	\$20,000	\$20,000
	5350 OPERATING SUPPLIES	\$21,481	\$20,684	\$30,000	\$30,000	\$30,000
	SUBTOTAL	\$37,201	\$28,350	\$51,000	\$51,500	\$51,500
012181	PARKING CONTROL SALARIES					
	5831 FROM RESERVE FUNDS	\$ (82,636)	\$ (87,883)	\$ (89,073)	\$ (94,209)	\$ (94,209)
	SUBTOTAL	\$ (82,636)	\$ (87,883)	\$ (89,073)	\$ (94,209)	\$ (94,209)
012182	PARKING CONTROL EXPENSES					
	5831 FROM RESERVE FUNDS	\$ (48,180)	\$ (51,000)	\$ (51,000)	\$ (51,500)	\$ (51,500)
	SUBTOTAL	\$ (48,180)	\$ (51,000)	\$ (51,000)	\$ (51,500)	\$ (51,500)
	<b>TOTAL PARKING CONTROL</b>	<b>\$ (9,429)</b>	<b>\$ (19,189)</b>	<b>\$ 2,416</b>	<b>\$ -</b>	<b>\$ -</b>



# FIRE RESCUE



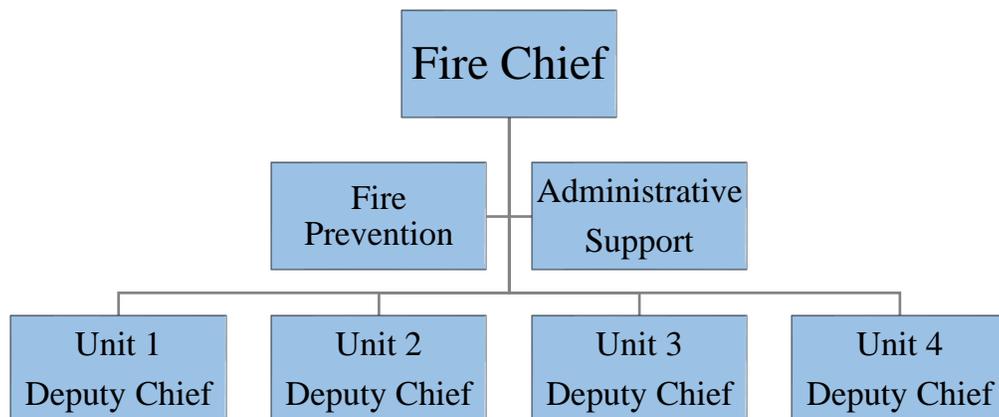
## Mission Statement

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

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

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

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



# FIRE RESCUE

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## Department Description

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

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

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

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

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

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

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

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

# FIRE RESCUE

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## Vision Statement

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

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

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

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

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

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

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## Value Statement

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

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## FY2021 Objectives

### MANAGEMENT, LABOR AND POLITICAL RELATIONS

Continually review the management and administrative policies in order to develop and maintain a progressive, dynamic, and innovative organization.

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

### FACILITIES

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

# FIRE RESCUE

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- Begin construction of the Ballardvale Fire Station facility replacement on 161 Andover Street.
- Continue dialogue with community partners to develop a plan for emergency access to the Merrimack River for rescue and enforcement purposes.
- Complete communications reliability upgrades with fiber optic and microwave network.
- Complete renovations and upgrades to the West Fire Station in collaboration with Municipal Services.
- Complete floor covering upgrades to Headquarters.

## PERSONNEL

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

- Analyze methods of which to retain all current personnel and staffing.
- Appointment of several new personnel to replace those who have retired.
- Continue to utilize new employee evaluation and skills program.
- Provide educational opportunities to all personnel seeking professional development.
- Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education opportunities.

## FIRE PREVENTION/ CODE ENFORCEMENT/PUBLIC EDUCATION

Develop effective fire prevention, public education, code enforcement, and educational programs that are designed to reduce property loss, injuries and deaths from fire and other risks.

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

## TRAINING

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

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

## HEALTH AND SAFETY

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

- Implement a voluntary wellness and physical fitness program.
- Advocate for the installation of Bi-Directional Radio Frequency Amplifier systems in all Andover public buildings and in the private sector where feasible.
- Continue to perform annual flow testing on all Self Contained Breathing Apparatus and hydrostatic testing on all cylinders.
- Maintain labor/management safety committee dialogue.
- Provide for individual fit testing annually.
- Address any safety deficiencies that exist immediately.
- Continue to perform pump testing on all apparatus
- Continue to perform Ladder testing on all aerials and ground ladders.
- Continually evaluate the buildings and apparatus to ensure compliance with the OSHA regulation
- Maintain a personal protective clothing program which replaces 20% of safety garments annually.

## APPARATUS

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

- Maintain capital replacement program for all apparatus and staff vehicles.
- Replace Ladder Tower 2 with a new ladder.

## FIRE RESCUE

- Maintain the existing preventive maintenance programs currently in place.
- Purchase state-of-the-art apparatus diagnostic testing equipment for troubleshooting.
- Maintain annual pump testing program.
- Maintain the annual ladder testing program.
- Maintain the annual hose testing program.
- Investigate additional revenue streams that include the servicing of non-department apparatus.

### EMERGENCY MEDICAL SERVICES

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

- Receive EMS Ambulance Service recertification through the inspectional process from MAOEMS.
- Continue to provide quality patient care to all citizens within the Town of Andover and meet response time requirements as set forth by the NFPA and AHA.
- Obtain Class V ambulance licensing for Engine 1, 3, and Ladder 1.
- Continue with the customer service survey program.
- Sustain EMS Quality Assurance and Training programming.
- Investigate additional EMS revenue streams to include the introduction of ALS and non-emergent in home patient care in conjunction with our affiliate hospital.
- Continue to implement EMS Standard Operating Guidelines.
- Develop a plan to provide increased EMS coverage for large scale events.

### WATER SUPPLY

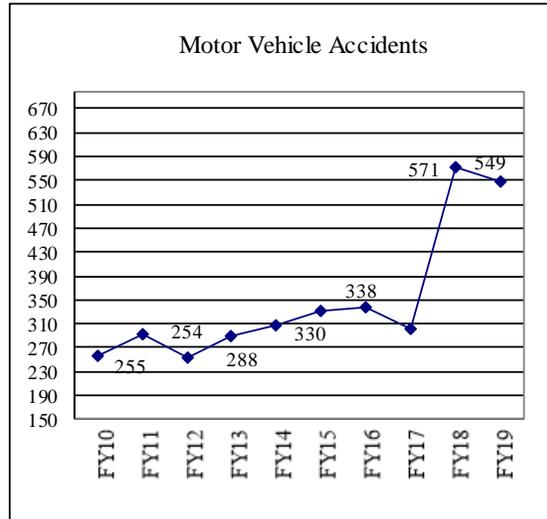
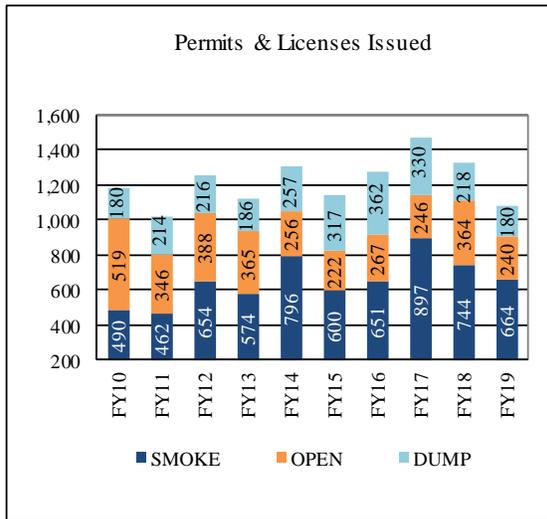
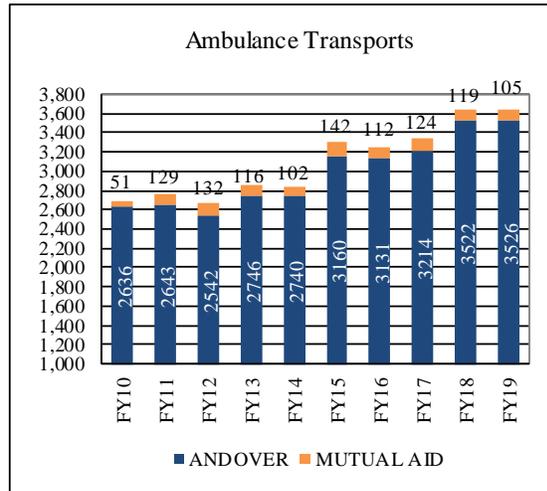
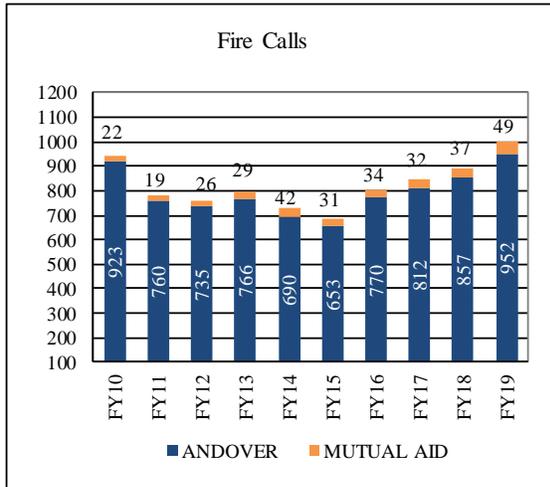
A plan in which to increase the capability and reliability of the current water supply system in an effort to reduce potential fire loss within the community.

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

	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>REQ</u> <u>FY2021</u>	<u>TMREC</u> <u>FY2021</u>	<u>TMREC</u> <u>FY2021</u>
<b>FIRE-RESCUE</b>						
Fire Chief	1.0	1.0	1.0	1.0	1.0	177,244
Executive Secretary	1.0	1.0	1.0	1.0	1.0	74,903
Office Assistant II	1.0	1.0	1.0	1.0	1.0	61,270
Deputy Chief	4.0	4.0	4.0	4.0	4.0	553,758
Lieutenant	13.0	13.0	13.0	13.0	13.0	1,407,849
Training Lieutenant				1.0	-	-
Firefighter	52.0	52.0	52.0	52.0	52.0	4,400,004
Unclassified						176,402
<b>GRAND TOTAL</b>	<b>72.0</b>	<b>72.0</b>	<b>72.0</b>	<b>73.0</b>	<b>72.0</b>	<b>6,851,429</b>

# FIRE RESCUE

## FIRE RESCUE PERFORMANCE STATISTICS



# FIRE RESCUE

FIRE RESCUE DEPARTMENT		FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012201	FIRE RESCUE SALARIES					
	5110 REG WAGES	\$5,747,644	\$5,986,133	\$6,619,472	\$6,851,428	\$6,851,428
	NEW TRAINING LT	\$0	\$0	\$0	\$129,816	\$0
	5111 ILD INJURED ON DUTY	\$140,275	\$211,740	\$0	\$0	\$0
	5123 OVERTIME	\$1,268,150	\$1,271,740	\$1,200,000	\$1,200,000	\$1,200,000
	5151 LADDER AIDE OVERTIME	\$45,933	\$100,199	\$370,000	\$450,000	\$380,000
	5187 RETRO WAGES	\$1,094,481	\$0	\$0	\$0	\$0
	SUBTOTAL	\$8,296,483	\$7,569,812	\$8,189,472	\$8,631,244	\$8,431,428
012202	FIRE RESCUE EXPENSES					
	5211 ELECTRIC	\$11,980	\$9,551	\$11,500	\$14,000	\$14,000
	5213 NATURAL GAS /OIL	\$10,569	\$11,323	\$10,000	\$16,000	\$10,000
	5220 TELEPHONE	\$13,320	\$14,357	\$15,000	\$15,000	\$15,000
	5271 CREDIT CARD FEES	\$71	\$146	\$150	\$150	\$150
	5281 REPAIRS/BUILDING	\$892	\$2,037	\$2,500	\$2,500	\$2,500
	5285 REP/OTHER EQUIP	\$28,759	\$28,303	\$30,000	\$33,000	\$33,000
	5287 REPAIRS/RADIO EQUIP	\$21,004	\$20,755	\$18,000	\$18,000	\$18,000
	5294 CLOTHING ALLOWANCE	\$77,988	\$81,422	\$85,900	\$85,900	\$85,900
	529501 PROTECTIVE CLOTHING	\$35,567	\$37,995	\$42,000	\$52,000	\$52,000
	529502 TRAINING	\$20,150	\$24,951	\$25,000	\$25,000	\$25,000
	529503 AMBULANCE BILLING FEES	\$46,382	\$53,057	\$54,000	\$54,000	\$54,000
	5296 MEDICAL EXPENSES	\$35,629	\$33,024	\$30,000	\$30,000	\$30,000
	5310 OFFICE SUPPLIES	\$6,111	\$4,746	\$6,000	\$6,000	\$6,000
	5330 SUPPLIES/BUILDING	\$8,795	\$9,385	\$12,000	\$12,000	\$12,000
	5350 SUPPLIES/EQUIPMENT	\$34,072	\$53,348	\$50,000	\$50,000	\$50,000
	5355 AUTOMOTIVE FUEL	\$51,629	\$54,742	\$48,000	\$65,000	\$55,000
	5360 REP/PARTS/EQUIP	\$4,408	\$4,856	\$4,500	\$4,500	\$4,500
	5393 SUPPLIES FIREFIGHTING	\$43,469	\$46,415	\$44,600	\$44,600	\$44,600
	5430 OTHER EQUIPMENT	\$16,011	\$6,949	\$7,000	\$21,000	\$7,000
	5504 TECHNOLOGY	\$0	\$7,735	\$8,500	\$8,500	\$6,000
	5720 TRAVEL/OUT	\$1,875	\$2,611	\$6,000	\$6,000	\$6,000
	5730 DUES/SUBSCRIPTIONS	\$14,896	\$15,206	\$16,500	\$16,500	\$16,500
	SUBTOTAL	\$483,577	\$522,914	\$527,150	\$579,650	\$547,150
012201	FIRE RESCUE SALARIES					
	5811 FROM SALE OF SERVICE	\$ (1,358,958)	\$ (1,552,759)	\$ (1,350,000)	\$ (1,350,000)	\$ (1,350,000)
	SUBTOTAL	\$ (1,358,958)	\$ (1,552,759)	\$ (1,350,000)	\$ (1,350,000)	\$ (1,350,000)
	<b>TOTAL FIRE RESCUE DEPARTMENT</b>	<b>\$7,421,102</b>	<b>\$6,539,967</b>	<b>\$7,366,622</b>	<b>\$7,860,894</b>	<b>\$7,628,578</b>



# DEPARTMENT OF PUBLIC WORKS



## Mission Statement

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



# DEPARTMENT OF PUBLIC WORKS

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## Department Description

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

The **Engineering Division** provides project planning, "problem" study, and resolution. The division oversees most public works related construction whether conducted by the Town or by contractor to ensure compliance with project plans and Town standards. Oversees and inspects all new development and redevelopment construction projects to ensure compliance with Town standards. Engineering also reviews all street openings and maintains liaison with State and area municipal Public Works departments on joint projects. The division handles citizen requests for information and provides engineering assistance to other Town departments and divisions such as Water, Sewer, Highway, Forestry, and Community Development and Planning. Maintenance of portions of the Town wide GIS system and coordination of the implementation activities of the Town's Stormwater Management Program, which is necessary to comply with the Federal NPDES Phase II Storm Water Regulations, are also done by the division. Engineering also coordinates and oversees all private utility work performed in Town such as Gas, Electric, and Communications.

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

### **The Parks & Grounds, Forestry and Cemetery Divisions:**

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

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

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

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

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

# DEPARTMENT OF PUBLIC WORKS

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

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

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## FY2021 Objectives

### **DIVISION: ADMINISTRATION/BUSINESS OFFICE**

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

### **DIVISION: ENGINEERING**

- To provide survey, design, and construction inspection for water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to insure compliance with Town and safety standards.
- Provide engineering assistance for the annual road maintenance and reconstruction/resurfacing program.
- Provide quality engineering assistance to other Town agencies and the public.
- Provide review and oversight of all private utility projects within the Town Right-of-Way to ensure protection of existing Town owned infrastructure as well as future needs.
- Coordinate the implementation of the town-wide Storm water Management Program in order to comply with the requirements of the new Federal NDPES Phase II Storm water regulations.
- Ensure that all development and redevelopment projects are designed and constructed to meet Town standards.

### **DIVISION: HIGHWAY**

- Maintain and improve the transportation quality of the Town's roads and sidewalks as funds allow.
- Insure that the Town's drainage system meets the requirements under Town's MS4 permit, as it relates to regulated discharges into Waters of the United States.
- Maintain signs and pavement markings on Town roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- Improve handicap accessibility of Town sidewalks.
- Oversee the Town of Andover's Road and Sidewalk Restoration and Improvement plan.

### **DIVISION: PARKS & GROUNDS, FORESTRY, CEMETERY**

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

# DEPARTMENT OF PUBLIC WORKS

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## **DIVISION: SEWER**

- Greater Lawrence Sanitary District (GLSD) will be completing the generator project.
- Maintain the integrity of the existing collection system.
- Implement an operational maintenance plan associated with the eleven sewer pumping stations.
- Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- Andover completed its sanitary sewer survey and submitted its Infiltration/Inflow Analysis – Flow monitoring Summary Report to the MassDEP. Public Works continues inspecting the system and has begun its 17 year implementation plan.

## **DIVISION: SOLID WASTE AND RECYCLING**

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

## **DIVISION: VEHICLE MAINTENANCE**

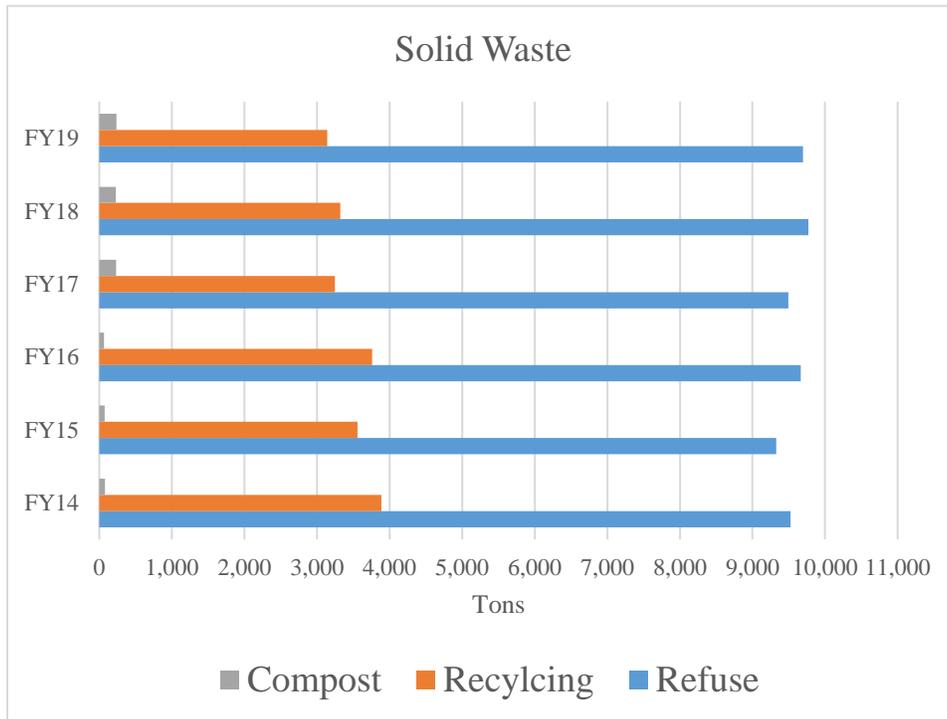
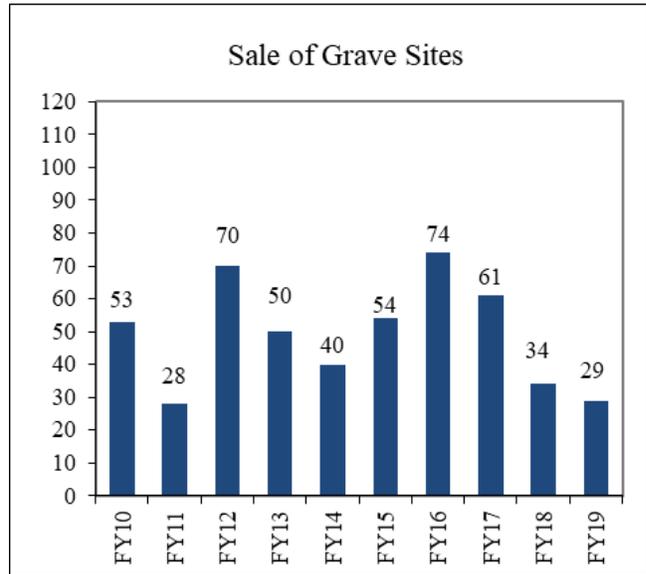
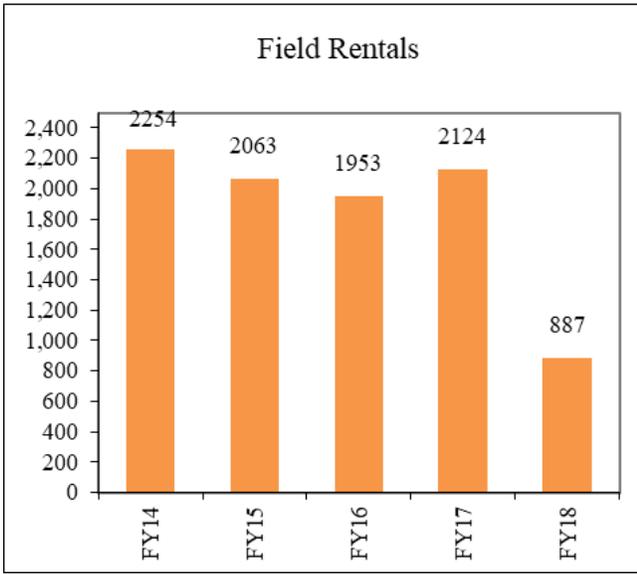
- Provide support to CIP vehicle purchases for all departments
- Provide support to Highway snow removal operations
- Continue to maintain over 250 vehicles/pieces of Town owned equipment.

## **DIVISION: WATER**

- To provide the highest quality drinking water that meets all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- Perform town wide sample collection and testing for compliance with EPA tri-annual lead and copper program.
- Explore large water meter/commercial account expansion.
- Implement conservation activities and source water protection plans.
- Maintain the transmission infrastructure and continue the water main flushing program. The flushing program will continue to be conducted during the day or night when homeowners and businesses are least affected. The program will also continue to be done by zones to maximize cleaning while minimizing disruption to the system.
- Project planning for upgrade of electrical feeders and sub-stations at WTP.
- Continue with the water main replacement program which primarily targets the elimination of unlined cast iron mains along with mains prone to breaks.
- Continuation of upgrade of electrical feeders and sub-stations at WTP.
- Replace GAC in filter units at WTP.
- Initiate water service inventory, inspection, and replacement program.
- Design and implement WTP SCADA system upgrade.

# DEPARTMENT OF PUBLIC WORKS

## PUBLIC WORKS PERFORMANCE STATISTICS



# DEPARTMENT OF PUBLIC WORKS

	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>REQ</u> <u>FY2021</u>	<u>TMREC</u> <u>FY2021</u>	<u>TMREC</u> <u>FY2021</u>
<b>PUBLIC WORKS</b>						
<u>DPW ADMINISTRATION</u>						
Director of Public Works	1.0	1.0	1.0	1.0	1.0	151,202
Business Manager (Moved to Business Office FY19)	1.0					
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	65,497
Unclassified						19,631
	3.0	2.0	2.0	2.0	2.0	236,330
<u>DPW/FACILITIES BUSINESS OFFICE</u>						
Business Manager		1.0	1.0	1.0	1.0	113,103
Facilities Coordinator		0.4	0.5	0.5	0.5	34,417
Office Assistant II		1.6	1.6	2.1	1.6	96,431
		3.0	3.1	3.6	3.1	243,951
<u>ENGINEERING</u>						
Town Engineer	1.0	1.0	1.0	1.0	1.0	114,748
Asst. Town Engineer	1.0	1.0	1.0	1.0	1.0	97,625
Construction Inspector (Senior Civil Engineer)	1.0	1.0	1.0	1.0	1.0	98,103
	3.0	3.0	3.0	3.0	3.0	310,476
<u>HIGHWAY</u>						
Assistant Director/Superintendent	1.0	1.0	1.0	1.0	1.0	129,618
General Foreman	1.0	1.0	1.0	1.0	1.0	105,001
Working Foreman	1.0	1.0	1.0	1.0	1.0	76,187
Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	61,940
Equipment Operator II	7.0	7.0	7.0	7.0	7.0	421,260
Public Grounds Laborer				0.5	0.5	25,500
Equipment Operator I	4.0	4.0	4.0	4.0	4.0	230,817
	15.0	15.0	15.0	15.5	15.5	1,050,323
<u>FORESTRY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	76,187
Tree Climber	3.0	3.0	3.0	3.0	3.0	177,855
	4.0	4.0	4.0	4.0	4.0	254,042
<u>SPRING GROVE CEMETERY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	76,558
Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	60,894
Laborer II	1.0	1.0	1.0	1.0	1.0	57,310
	3.0	3.0	3.0	3.0	3.0	194,762
<u>PARKS &amp; GROUNDS</u>						
Superintendent	1.0	1.0	1.0	1.0	1.0	112,554
Working Foreman	1.0	1.0	1.0	1.0	1.0	76,188
Equipment Operator II	1.0	1.0	1.0	1.0	1.0	60,894
Public Grounds Laborer				0.5	0.5	25,500
Laborer II	4.0	4.0	4.0	4.0	4.0	226,096
	7.0	7.0	7.0	7.5	7.5	501,232
<u>VEHICLE MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	80,555
Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	78,147
Mechanic	2.0	2.0	2.0	2.0	2.0	141,259
	4.0	4.0	4.0	4.0	4.0	299,961
<b>GEN. FUND TOTAL</b>	<b>39.0</b>	<b>41.0</b>	<b>41.1</b>	<b>42.6</b>	<b>42.1</b>	<b>3,091,077</b>

# DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS		FY2018	FY2019	FY2020	FY2021	FY2021
		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TM REC
<b>DPW ADMINISTRATION</b>						
	PERSONAL SERVICES	315,030	225,977	224,833	238,830	238,830
	OTHER EXPENSES	21,651	1,914	1,150	9,700	8,700
	<b>TOTAL DPW ADMINISTRATION</b>	<b>336,681</b>	<b>227,891</b>	<b>336,681</b>	<b>248,530</b>	<b>247,530</b>
<b>DPW/FACILITIES BUSINESS OFFICE</b>						
	PERSONAL SERVICES	-	237,782	261,404	315,451	270,451
	OTHER EXPENSES	-	7,880	17,150	18,150	17,150
	<b>TOTAL DPW/FACILITIES BUSINESS OFFICE</b>	<b>-</b>	<b>245,662</b>	<b>278,554</b>	<b>333,601</b>	<b>287,601</b>
<b>DPW ENGINEERING</b>						
	PERSONAL SERVICES	288,933	238,054	302,120	320,476	320,476
	OTHER EXPENSES	98,378	37,128	91,050	118,050	91,050
	<b>TOTAL ENGINEERING</b>	<b>387,311</b>	<b>275,182</b>	<b>393,170</b>	<b>438,526</b>	<b>411,526</b>
<b>DPW HIGHWAY</b>						
	PERSONAL SERVICES	1,067,419	1,064,822	1,139,361	1,203,223	1,203,223
	OTHER EXPENSES	486,361	675,211	515,098	584,900	521,900
	<b>TOTAL HIGHWAY</b>	<b>1,553,780</b>	<b>1,740,033</b>	<b>1,654,459</b>	<b>1,788,123</b>	<b>1,725,123</b>
<b>DPW SNOW &amp; ICE</b>						
	PERSONAL SERVICES	405,757	283,510	198,000	198,000	198,000
	OTHER EXPENSES	1,773,251	978,530	1,049,000	1,049,000	1,049,000
	<b>TOTAL SNOW &amp; ICE</b>	<b>2,179,008</b>	<b>1,262,040</b>	<b>1,247,000</b>	<b>1,247,000</b>	<b>1,247,000</b>
<b>DPW SOLID WASTE</b>						
	PERSONAL SERVICES	5,291	9,230	7,400	7,400	7,400
	OTHER EXPENSES	2,342,234	2,437,704	2,802,646	3,476,904	3,146,904
	<b>TOTAL SOLID WASTE</b>	<b>2,347,525</b>	<b>2,446,934</b>	<b>2,347,525</b>	<b>3,484,304</b>	<b>3,154,304</b>
<b>DPW FORESTRY</b>						
	PERSONAL SERVICES	280,248	249,823	285,925	296,042	290,042
	OTHER EXPENSES	100,431	70,465	118,250	119,150	108,250
	<b>TOTAL FORESTRY</b>	<b>380,679</b>	<b>320,288</b>	<b>404,175</b>	<b>415,192</b>	<b>398,292</b>
<b>DPW SPRING GROVE CEMETERY</b>						
	PERSONAL SERVICES	240,672	211,780	209,837	256,542	221,262
	OTHER EXPENSES	21,466	37,837	44,945	44,945	44,945
	FROM SALE OF SERVICE	(64,413)	(77,589)	(60,000)	(60,000)	(60,000)
	<b>TOTAL SPRING GROVE CEMETERY</b>	<b>197,725</b>	<b>172,028</b>	<b>197,725</b>	<b>241,487</b>	<b>206,207</b>
<b>DPW PARKS &amp; GROUNDS</b>						
	PERSONAL SERVICES	516,443	533,077	581,151	621,232	621,232
	OTHER EXPENSES	114,912	85,851	131,850	167,850	146,850
	<b>TOTAL PARKS &amp; GROUNDS</b>	<b>631,355</b>	<b>618,928</b>	<b>713,001</b>	<b>789,082</b>	<b>768,082</b>
<b>DPW VEHICLE MAINTENANCE</b>						
	PERSONAL SERVICES	323,737	326,615	338,579	349,462	349,462
	OTHER EXPENSES	413,769	499,402	501,200	503,200	501,200
	<b>TOTAL VEHICLE MAINTENANCE</b>	<b>737,506</b>	<b>826,017</b>	<b>839,779</b>	<b>852,662</b>	<b>850,662</b>
<b>TOTAL DPW</b>						
	<b>SALARIES</b>	<b>3,443,530</b>	<b>3,380,670</b>	<b>3,548,610</b>	<b>3,806,658</b>	<b>3,720,378</b>
	<b>EXPENSES</b>	<b>5,372,453</b>	<b>4,831,922</b>	<b>5,272,339</b>	<b>6,091,849</b>	<b>5,635,949</b>
		<b>8,815,983</b>	<b>8,212,592</b>	<b>8,820,949</b>	<b>9,898,507</b>	<b>9,356,327</b>
	FROM SALE OF SERVICE	(64,413)	(77,589)	(60,000)	(60,000)	(60,000)
	<b>TOTAL DPW</b>	<b>8,751,570</b>	<b>8,135,003</b>	<b>8,760,949</b>	<b>9,838,507</b>	<b>9,296,327</b>

# DEPARTMENT OF PUBLIC WORKS

DPW ADMINISTRATION		FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014211	DPW ADMINISTRATION SALARIES					
	5110 REG WAGES	\$299,033	\$220,771	\$224,333	\$236,330	\$236,330
	5120 OVERTIME	\$132	\$1,661	\$500	\$2,500	\$2,500
	5130 PART-TIME	\$13,065	\$3,545	\$0	\$0	\$0
	5187 RETRO WAGES	\$2,800	\$0	\$0	\$0	\$0
	SUBTOTAL	<u>\$315,030</u>	<u>\$225,977</u>	<u>\$224,833</u>	<u>\$238,830</u>	<u>\$238,830</u>
014212	DPW ADMINISTRATION EXPENSES					
	5294 CLOTHING ALLOWANCE	\$0	\$0	\$150	\$150	\$150
	5255 SOFTWARE SUPPORT	\$7,400	\$0	\$0	\$1,000	\$1,000
	5295 OTHR SVCS	\$0	\$0	\$0	\$500	\$500
	5406 UNIFORMS	\$0	\$0	\$0	\$2,550	\$2,550
	5715 PROFESSIONAL DEVELOPMENT	\$1,885	\$504	\$1,000	\$2,000	\$1,000
	5710 TRAVEL	\$0	\$1,410	\$0	\$3,500	\$3,500
	5770 CUSTODIAL SERVICES	<u>\$12,366</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	<u>\$21,651</u>	<u>\$1,914</u>	<u>\$1,150</u>	<u>\$9,700</u>	<u>\$8,700</u>
	<b>TOTAL DPW ADMINISTRATION</b>	<b>\$336,681</b>	<b>\$227,891</b>	<b>\$225,983</b>	<b>\$248,530</b>	<b>\$247,530</b>

DPW/FACILITIES BUSINESS OFFICE		FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014201	DPW/FACILITIES BUSINESS OFFICE SALARIES					
	5110 REG WAGES	\$0	\$107,893	\$110,347	\$113,103	\$113,103
	REG WAGES - NEW FTE	\$0	\$0	\$0	\$45,000	\$0
	5120 OVERTIME	\$0	\$667	\$5,000	\$5,000	\$5,000
	5130 PART-TIME	\$0	\$125,227	\$124,557	\$130,848	\$130,848
	5140 SEASONAL	\$0	\$3,995	\$20,000	\$20,000	\$20,000
	5152 SPECIAL EVENT OVERTIME	<u>\$0</u>	<u>\$0</u>	<u>\$1,500</u>	<u>\$1,500</u>	<u>\$1,500</u>
	SUBTOTAL	\$0	\$237,782	\$261,404	\$315,451	\$270,451
014202	DPW/FACILITIES BUSINESS OFFICE EXPENSES					
	5255 SOFTWARE SUPPORT	\$0	\$7,558	\$15,000	\$15,000	\$15,000
	5294 CLOTHING ALLOWANCE	\$0	\$0	\$150	\$150	\$150
	5715 PROFESSIONAL DEVELOPMENT	<u>\$0</u>	<u>\$322</u>	<u>\$2,000</u>	<u>\$3,000</u>	<u>\$2,000</u>
	SUBTOTAL	<u>\$0</u>	<u>\$7,880</u>	<u>\$17,150</u>	<u>\$18,150</u>	<u>\$17,150</u>
	<b>TOTAL DPW/FACILITIES BUSINESS OFF</b>	<b>\$0</b>	<b>\$245,662</b>	<b>\$278,554</b>	<b>\$333,601</b>	<b>\$287,601</b>

# DEPARTMENT OF PUBLIC WORKS

DPW ENGINEERING PUBLIC WORKS			FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 DEPT REQ	FY2021 TOWN MGR
014101	ENGINEERING SALARIES						
	5110	REG WAGES	\$279,363	\$224,548	\$292,120	\$310,476	\$310,476
	5120	OVERTIME	\$0	\$180	\$0	\$0	\$0
	5130	PART-TIME	\$0	\$0	\$0	\$0	\$0
	5140	SEASONAL	<u>\$9,570</u>	<u>\$13,326</u>	<u>\$10,000</u>	<u>\$10,000</u>	<u>\$10,000</u>
	SUBTOTAL		\$288,933	\$238,054	\$302,120	\$320,476	\$320,476
014102	ENGINEERING EXPENSES						
	5282	REP-OFFICE EQUIP	\$631	\$0	\$2,750	\$2,750	\$2,750
	5294	CLOTHING ALLOWANCE	\$0	\$700	\$750	\$750	\$750
	5295	OTHR SVCS	\$458	\$9,500	\$700	\$700	\$700
	5298	STORM WATER MGMT	\$81,501	\$18,750	\$70,000	\$95,000	\$70,000
	5310	OFFICE SUP	\$8,513	\$2,509	\$2,000	\$2,000	\$2,000
	5380	MIN APPARATUS/TOOLS	\$326	\$0	\$1,500	\$1,500	\$1,500
	5395	OTH COMM	\$6,836	\$3,355	\$10,650	\$10,650	\$10,650
	5710	TRAVEL	\$83	\$0	\$300	\$300	\$300
	5715	PROF DEV	\$0	\$2,259	\$2,000	\$4,000	\$2,000
	5730	DUES/SUBSCRIPTIONS	<u>\$30</u>	<u>\$55</u>	<u>\$400</u>	<u>\$400</u>	<u>\$400</u>
	SUBTOTAL		<u>\$98,378</u>	<u>\$37,128</u>	<u>\$91,050</u>	<u>\$118,050</u>	<u>\$91,050</u>
	<b>TOTAL ENGINEERING</b>		<b>\$387,311</b>	<b>\$275,182</b>	<b>\$393,170</b>	<b>\$438,526</b>	<b>\$411,526</b>

DPW HIGHWAY PUBLIC WORKS			FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 DEPT REQ	FY2021 TOWN MGR
014221	HIGHWAY SALARIES						
	5110	REG WAGES	\$931,529	\$919,187	\$999,361	\$1,027,223	\$1,027,223
		REG WAGES - NEW	\$0	\$0	\$0	\$25,500	\$25,500
	5120	OVERTIME	\$123,736	\$134,288	\$117,000	\$125,000	\$125,000
	5140	SEASONAL	\$4,246	\$3,227	\$5,000	\$7,500	\$7,500
	5152	SPECIAL EVENT OVERTIME	<u>\$7,908</u>	<u>\$8,120</u>	<u>\$18,000</u>	<u>\$18,000</u>	<u>\$18,000</u>
	SUBTOTAL		\$1,067,419	\$1,064,822	\$1,139,361	\$1,203,223	\$1,203,223
014222	HIGHWAY DEPT EXPENSES						
	5220	TELEPHONE	\$7,494	\$6,520	\$10,000	\$10,000	\$10,000
	5268	PROFESSIONAL SERVICES LOSS CTR	\$0	\$0	\$0	\$60,000	\$0
	5291	EQUIPMENT RENTAL	\$3,240	\$7,995	\$15,000	\$15,000	\$15,000
	5294	CLOTHING ALLOWANCE	\$5,350	\$4,686	\$6,300	\$6,300	\$6,300
	5295	OTHR SVCS	\$175,657	\$141,015	\$175,000	\$175,000	\$175,000
	5310	OFFICE SUP	\$1,395	\$1,515	\$1,500	\$1,500	\$1,500
	5330	SUPPLIES/BUILDING	\$26,345	\$42,494	\$20,000	\$20,000	\$20,000
	5355	AUTOMOTIVE FUEL	\$68,946	\$66,596	\$59,698	\$68,000	\$68,000
	5360	REP/PARTS/EQUIP	\$9,333	\$6,927	\$10,000	\$10,000	\$10,000
	5370	SUPPLIES CONSTRUCTION	\$167,392	\$164,001	\$175,000	\$175,000	\$175,000
	5395	OTHER COMMODITIES	\$8,072	\$5,119	\$2,500	\$2,500	\$2,500
	5410	MACHINERY/EQUIP	\$3,324	\$1,600	\$20,000	\$20,000	\$18,500
	5710	TRAVEL	\$917	\$102	\$600	\$600	\$600
	5715	PROFESSIONAL DEVELOPMENT	\$0	\$250	\$5,000	\$6,500	\$5,000
	5716	LICENSES & CONTINUING ED	\$0	\$1,364	\$2,500	\$2,500	\$2,500
	5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$1,000	\$1,000	\$1,000
	5490	STORM RECOVERY	\$0	\$7,699	\$11,000	\$11,000	\$11,000
	5733	MUNICIPAL SERVICES FACILITY	\$8,896	\$217,328	\$0	\$0	\$0
	SUBTOTAL		<u>\$486,361</u>	<u>\$675,211</u>	<u>\$515,098</u>	<u>\$584,900</u>	<u>\$521,900</u>
	<b>TOTAL HIGHWAY</b>		<b>\$1,553,780</b>	<b>\$1,740,033</b>	<b>\$1,654,459</b>	<b>\$1,788,123</b>	<b>\$1,725,123</b>

# DEPARTMENT OF PUBLIC WORKS

DPW SNOW & ICE		FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014231	SNOW & ICE SALARIES					
	5120 SNOW OT	\$405,757	\$283,510	\$198,000	\$198,000	\$198,000
	SUBTOTAL	\$405,757	\$283,510	\$198,000	\$198,000	\$198,000
014232	SNOW & ICE EXPENSES					
	5374 SNOW & ICE MAINT	\$1,353,991	\$669,262	\$835,000	\$835,000	\$835,000
	5375 ROAD SALT	\$419,260	\$309,268	\$212,000	\$212,000	\$212,000
	5376 SAND	\$0	\$0	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$1,773,251	\$978,530	\$1,049,000	\$1,049,000	\$1,049,000
	<b>TOTAL SNOW &amp; ICE</b>	<b>\$2,179,008</b>	<b>\$1,262,040</b>	<b>\$1,247,000</b>	<b>\$1,247,000</b>	<b>\$1,247,000</b>

DPW SOLID WASTE		FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014331	SOLID WASTE SALARIES					
	5120 OVERTIME	\$5,291	\$9,230	\$7,400	\$7,400	\$7,400
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$5,291	\$9,230	\$7,400	\$7,400	\$7,400
014332	SOLID WASTE EXPENSES					
	5250 ADVERTISING	\$0	\$770	\$500	\$0	\$0
	5270 PRINTING	\$7	\$0	\$500	\$0	\$0
	5295 OTHR SVCS	\$1,675,656	\$1,715,391	\$1,821,061	\$2,003,069	\$1,953,069
	5297 RECYCLING SERVICES	\$631,849	\$682,222	\$936,085	\$1,204,335	\$1,154,335
	5299 COMPOSTING PROGRAM	\$34,722	\$39,321	\$44,000	\$69,000	\$39,000
	MATERIALS DISPOSAL	\$0	\$0	\$0	\$200,000	\$0
	5360 REPAIR PARTS/EQUIP	\$0	\$0	\$500	\$500	\$500
	SUBTOTAL	\$2,342,234	\$2,437,704	\$2,802,646	\$3,476,904	\$3,146,904
	<b>TOTAL SOLID WASTE</b>	<b>\$2,347,525</b>	<b>\$2,446,934</b>	<b>\$2,810,046</b>	<b>\$3,484,304</b>	<b>\$3,154,304</b>

# DEPARTMENT OF PUBLIC WORKS

DPW FORESTRY			FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014251	FORESTRY SALARIES						
	5110	REG WAGES	\$241,100	\$219,290	\$249,925	\$254,042	\$254,042
	5120	OVERTIME	\$33,616	\$26,237	\$30,000	\$36,000	\$30,000
	5140	SEASONAL - BALD HILL	\$5,532	\$4,296	\$6,000	\$6,000	\$6,000
	5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL		\$280,248	\$249,823	\$285,925	\$296,042	\$290,042
014252	FORESTRY EXPENSES						
	5220	TELEPHONE	\$2,952	\$2,481	\$2,000	\$2,000	\$2,000
	5250	ADVERTISING	\$0	\$537	\$500	\$500	\$500
	5285	REP/OTHER EQUIP	\$0	\$0	\$1,000	\$1,000	\$1,000
	5294	CLOTHING ALLOWANCE	\$1,600	\$1,418	\$2,000	\$2,000	\$2,000
	5295	OTHR SVCS	\$56,116	\$50,992	\$50,000	\$50,000	\$50,000
	5297	RECYCLING - BALD HILL	\$10,312	\$0	\$30,000	\$30,000	\$20,000
	5330	OPER SUPPLIES	\$2,606	\$6,307	\$4,000	\$4,000	\$4,000
	5355	AUTOMOTIVE FUEL	\$0	\$0	\$11,000	\$11,000	\$11,000
	5360	REP/PARTS/EQUIP	\$2,965	\$2,497	\$2,000	\$2,000	\$2,000
	5410	MACHINERY/EQUIP	\$6,598	\$4,270	\$2,000	\$2,000	\$2,000
	5490	STORM CLEAN-UP	\$9,662	\$0	\$0	\$0	\$0
	5710	TRAVEL	\$54	\$6	\$150	\$150	\$150
	5715	PROFESSIONAL DEV	\$0	\$299	\$1,600	\$2,500	\$1,600
	5716	LICENSES & CONTINUING ED	\$0	\$0	\$1,500	\$1,500	\$1,500
	5730	DUES/SUBSCRIPTIONS	\$1,865	\$1,448	\$500	\$500	\$500
	5780	STREET/TREE REPLANTING	\$5,701	\$210	\$10,000	\$10,000	\$10,000
	SUBTOTAL		\$100,431	\$70,465	\$118,250	\$119,150	\$108,250
	<b>TOTAL FORESTRY</b>		<b>\$380,679</b>	<b>\$320,288</b>	<b>\$404,175</b>	<b>\$415,192</b>	<b>\$398,292</b>

DPW SPRING GROVE CEMETERY			FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014271	SPRING GROVE CEMETERY SALARIES						
	5110	REG WAGES	\$180,300	\$185,120	\$188,837	\$194,762	\$194,762
	5120	OVERTIME	\$27,175	\$20,333	\$21,000	\$21,000	\$21,000
	5140	SEASONAL WAGES	\$33,197	\$6,327	\$0	\$7,500	\$5,500
		SEASONAL SPECIAL	\$0	\$0	\$0	\$33,280	\$0
	SUBTOTAL		\$240,672	\$211,780	\$209,837	\$256,542	\$221,262
014272	SPRING GROVE CEMETERY EXPENSES						
	5211	ELECTRICITY	\$2,255	\$2,546	\$2,600	\$2,600	\$2,600
	5220	TELEPHONE	\$300	\$277	\$400	\$400	\$400
	5285	REP/OTHER EQUIP	\$0	\$0	\$600	\$600	\$600
	5294	CLOTHING ALLOWANCE	\$1,948	\$1,510	\$1,500	\$1,500	\$1,500
	5295	OTHR SVCS	\$4,573	\$8,538	\$10,000	\$10,000	\$10,000
	5330	OPERATING SUPPLIES	\$2,262	\$3,330	\$5,000	\$5,000	\$5,000
	5335	FUEL OIL	\$8,273	\$10,448	\$8,000	\$8,000	\$8,000
	5355	AUTOMOTIVE FUEL	\$0	\$0	\$7,300	\$7,300	\$7,300
	5360	REP/PARTS/EQUIP	\$0	\$459	\$2,000	\$2,000	\$2,000
	5410	MACHINERY/EQUIP	\$1,520	\$10,610	\$6,700	\$6,700	\$6,700
	5710	TRAVEL	\$0	\$0	\$100	\$100	\$100
	5715	PROFESSIONAL DEV	\$0	\$119	\$500	\$500	\$500
	5730	DUES/SUBSCRIPTIONS	\$335	\$0	\$245	\$245	\$245
	SUBTOTAL		\$21,466	\$37,837	\$44,945	\$44,945	\$44,945
014272	SPRING GROVE CEMETERY EXPENSES						
	5811	FROM SALE OF SERVICE	\$ (64,413)	\$ (77,589)	\$ (60,000)	\$ (60,000)	\$ (60,000)
	SUBTOTAL		\$ (64,413)	\$ (77,589)	\$ (60,000)	\$ (60,000)	\$ (60,000)
	<b>TOTAL SPRING GROVE CEMETERY</b>		<b>\$197,725</b>	<b>\$172,028</b>	<b>\$194,782</b>	<b>\$241,487</b>	<b>\$206,207</b>

# DEPARTMENT OF PUBLIC WORKS

DPW PARKS & GROUNDS			FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014261	PARKS & GROUNDS SALARIES						
	5110	REG WAGES	\$431,045	\$443,972	\$461,151	\$475,732	\$475,732
		REG WAGES - NEW	\$0	\$0	\$0	\$25,500	\$25,500
	5120	OVERTIME	\$62,824	\$54,654	\$70,000	\$70,000	\$70,000
	5140	SEASONAL	\$21,412	\$29,610	\$40,000	\$40,000	\$40,000
	5152	SPECIAL EVENT OVERTIME	<u>\$1,162</u>	<u>\$4,841</u>	<u>\$10,000</u>	<u>\$10,000</u>	<u>\$10,000</u>
	SUBTOTAL		\$516,443	\$533,077	\$581,151	\$621,232	\$621,232
014262	PARKS & GROUNDS EXPENSES						
	5230	FIELDS REVOLVING SUPPORT	\$0	\$0	\$12,000	\$12,000	\$12,000
	5285	REP/OTHER EQUIP	\$0	\$236	\$3,000	\$3,000	\$3,000
	5294	CLOTHING ALLOWANCE	\$2,780	\$3,156	\$3,150	\$3,150	\$3,150
	5295	OTHR SVCS	\$9,454	\$16,240	\$19,000	\$19,000	\$19,000
	5330	OPERATING SUPPLIES	\$26,057	\$18,064	\$23,000	\$23,000	\$23,000
	5331	PLAYGROUND SUPPLIES	\$273	\$27	\$5,000	\$5,000	\$5,000
		DOWNTOWN BEAUTIFICATION	\$0	\$0	\$0	\$30,000	\$15,000
	5355	AUTOMOTIVE FUEL	\$0	\$0	\$15,000	\$15,000	\$15,000
	5360	REP/PARTS/EQUIP	\$31,427	\$29,781	\$15,000	\$15,000	\$15,000
	5410	MACHINERY/EQUIP	\$26,921	\$1,340	\$20,000	\$20,000	\$20,000
	5490	EVENTS	\$17,650	\$15,289	\$15,000	\$20,000	\$15,000
	5710	TRAVEL	\$0	\$0	\$100	\$100	\$100
	5715	PROFESSIONAL DEV	\$0	\$1,593	\$1,000	\$2,000	\$1,000
	5716	LICENSES & CONTINUING ED	\$0	\$125	\$200	\$200	\$200
	5730	DUES/SUBSCRIPTIONS	<u>\$350</u>	<u>\$0</u>	<u>\$400</u>	<u>\$400</u>	<u>\$400</u>
	SUBTOTAL		\$114,912	\$85,851	\$131,850	\$167,850	\$146,850
	<b>TOTAL PARKS &amp; GROUNDS</b>		<b>\$631,355</b>	<b>\$618,928</b>	<b>\$713,001</b>	<b>\$789,082</b>	<b>\$768,082</b>

DPW VEHICLE MAINTENANCE			FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014281	VEHICLE MAINT SALARIES						
	5110	REG WAGES	\$282,344	\$282,183	\$294,079	\$299,962	\$299,962
	5120	OVERTIME	\$40,899	\$44,432	\$35,000	\$40,000	\$40,000
	5140	SEASONAL	<u>\$494</u>	<u>\$0</u>	<u>\$9,500</u>	<u>\$9,500</u>	<u>\$9,500</u>
	SUBTOTAL		\$323,737	\$326,615	\$338,579	\$349,462	\$349,462
014282	VEHICLE MAINT EXPENSES						
	5220	TELEPHONE	\$0	\$81	\$0	\$0	\$0
	5283	REP-VHCLS	\$19,539	\$32,317	\$30,000	\$30,000	\$30,000
	5285	REPAIRS/OTHER EQUIP	\$985	\$19,345	\$5,000	\$5,000	\$5,000
	5293	UNIFORM RENTAL	\$2,450	\$3,379	\$4,500	\$4,500	\$4,500
	5294	CLOTHING ALLOWANCE	\$2,208	\$1,899	\$2,000	\$2,000	\$2,000
	5295	OTHR SVCS	\$0	\$22,089	\$0	\$0	\$0
	5330	OPERATING SUPPLIES	\$22	\$0	\$700	\$700	\$700
	5355	AUTO FUEL	\$46,967	\$53,891	\$65,000	\$65,000	\$65,000
	5360	REPAIR/PARTS/EQUIP	\$88,330	\$76,780	\$65,800	\$65,800	\$65,800
	5361	OPER SUPPLIES/POLICE	\$33,759	\$35,060	\$45,000	\$45,000	\$45,000
	5362	OPER SUPPLIES/FIRE	\$112,377	\$111,691	\$135,000	\$135,000	\$135,000
	5363	DPW VEHICLES	\$96,079	\$95,266	\$134,200	\$134,200	\$134,200
	5380	MIN APPARATUS/TOOLS	\$7,148	\$4,932	\$8,000	\$8,000	\$8,000
	5430	OTH EQUIP	\$1,435	\$41,444	\$2,000	\$2,000	\$2,000
	5710	TRAVEL	\$0	\$33	\$500	\$500	\$500
	5715	PROFESSIONAL DEV	\$0	\$900	\$1,000	\$3,000	\$1,000
	5716	LICENSES & CONTINUING ED	\$2,282	\$140	\$2,000	\$2,000	\$2,000
	5730	DUES/SUBSCRIPTIONS	<u>\$188</u>	<u>\$155</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
	SUBTOTAL		\$413,769	\$499,402	\$501,200	\$503,200	\$501,200
	<b>TOTAL VEHICLE MAINTENANCE</b>		<b>\$737,506</b>	<b>\$826,017</b>	<b>\$839,779</b>	<b>\$852,662</b>	<b>\$850,662</b>

# DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

<u>Position Classification</u>	<u>FTE FY2018</u>	<u>FTE FY2019</u>	<u>FTE FY2020</u>	<u>REQ FY2021</u>	<u>TMREC FY2021</u>	<u>TMREC FY2021</u>
<b>SEWER</b>						
Project Engineer	1.0	1.0	1.0	1.0	1.0	91,618
GIS Coordinator *						20,623
Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	57,544
Working Foreman	1.0	1.0	1.0	1.0	1.0	76,555
Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	64,763
<b>SEWER TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>311,103</b>

<b>WATER</b>						
Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	116,490
Superintendent-Distribution	1.0	1.0	1.0	1.0	1.0	109,967
General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	105,002
GIS Coordinator *						20,624
Lab Dir/Environmental Compliance Coord	1.0	1.0	1.0	1.0	1.0	101,126
Chemist	1.0	1.0	1.0	1.0	1.0	80,763
Civil Engineer	1.0	1.0	1.0	1.0	1.0	79,180
W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	60,353
Office Coordinator						
Office Assistant III	1.0	2.0	2.0	2.0	2.0	119,333
Office Assistant II	1.0					
WTF Station Operator	6.0	6.0	6.0	7.0	7.0	508,404
Jr WTF Station Operator			1.0			
WTF Station OIT	1.0	1.0				
Licensed Maintenance/Grd Eq Op II	3.0	3.0	3.0	3.0	3.0	192,713
Equip Operator II	1.0	1.0	1.0			
Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	56,056
Maintenance Specialist				1.0	1.0	61,938
Water Meter Reader	1.0	1.0	1.0	1.0	1.0	58,545
Custodian	1.0	1.0	1.0	1.0	1.0	55,810
WTP Foreman Stipend						4,300
<b>WATER TOTAL</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>1,730,604</b>

\* - Salary allocated .2 to Sewer, .2 Water, .6 General Fund (IT)

# DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

SEWER ENTERPRISE FUND		FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
70001	SEWER ENTERPRISE FUND SALARIES					
	5110 REGULAR WAGES	\$301,205	\$229,542	\$298,049	\$311,903	\$311,903
	5120 OVERTIME	<u>\$38,533</u>	<u>\$24,624</u>	<u>\$35,000</u>	<u>\$35,000</u>	<u>\$35,000</u>
	SUBTOTAL	\$339,738	\$254,166	\$333,049	\$346,903	\$346,903
70002	SEWER ENTERPRISE FUND EXPENSES					
	5211 ELECTRICITY	\$103,069	\$112,983	\$105,000	\$105,000	\$105,000
	5213 NATURAL GAS	\$542	\$222	\$8,000	\$8,000	\$8,000
	5220 TELEPHONE	\$2,390	\$2,013	\$2,500	\$2,500	\$2,500
	5225 POSTAGE	\$10,138	\$10,684	\$13,200	\$13,200	\$13,200
	5270 PRINTING	\$0	\$3,767	\$6,000	\$6,000	\$6,000
	5294 CLOTHING ALLOWANCE	\$800	\$800	\$1,000	\$1,000	\$1,000
	5295 OTHR SVCS	\$283,571	\$113,851	\$150,000	\$150,000	\$150,000
	5323 CHEMICALS	\$0	\$0	\$9,000	\$9,000	\$9,000
	5330 SUPPLIES/BUILDING	\$1,065	\$4,667	\$4,000	\$4,000	\$4,000
	5335 FUEL OIL	\$5,397	\$2,930	\$8,000	\$8,000	\$8,000
	5360 REPAIR PARTS/EQUIP	\$1,748	\$24,161	\$25,000	\$25,000	\$25,000
	5380 MIN APPARATUS/TOOLS	\$0	\$0	\$600	\$600	\$600
	5410 MACHINERY/EQUIP	\$2,839	\$23,367	\$75,000	\$50,000	\$50,000
	5500 GIS	\$20,640	\$21,000	\$10,000	\$10,000	\$10,000
	5504 TECHNOLOGY	\$0	\$0	\$15,000	\$15,000	\$15,000
	5600 GTR LAWRENCE SANITARY	\$1,687,998	\$1,970,003	\$2,146,050	\$2,346,276	\$2,346,276
	5703 INSURANCE DEDUCTIBLE	\$0	\$15,000	\$10,000	\$20,000	\$20,000
	5753 MUNICIPAL SERVICES FACILITY	\$90,650	\$2,000	\$0	\$0	\$0
	5715 PROF DEV	\$0	\$0	\$0	\$0	\$0
	5950 OPEB	<u>\$61,564</u>	<u>\$65,000</u>	<u>\$66,625</u>	<u>\$68,500</u>	<u>\$68,500</u>
	SUBTOTAL	<u>\$2,272,411</u>	<u>\$2,372,448</u>	<u>\$2,654,975</u>	<u>\$2,842,076</u>	<u>\$2,842,076</u>
	<b>TOTAL SEWER ENTERPRISE FUND</b>	<b>\$2,612,149</b>	<b>\$2,626,614</b>	<b>\$2,988,024</b>	<b>\$3,188,979</b>	<b>\$3,188,979</b>

# DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

WATER ENTERPRISE FUND		FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
71001	WATER ENTERPRISE FUND SALARIES					
5110	REGULAR WAGES	\$1,620,812	\$1,593,289	\$1,651,092	\$1,733,805	\$1,733,805
5120	OVERTIME	\$392,357	\$418,686	\$375,000	\$400,000	\$400,000
5130	PART-TIME	\$348	\$3,450	\$0	\$0	\$0
5140	SEASONAL	\$23,940	\$0	\$30,000	\$45,000	\$45,000
	<b>SUBTOTAL</b>	<b>\$2,037,457</b>	<b>\$2,015,425</b>	<b>\$2,056,092</b>	<b>\$2,178,805</b>	<b>\$2,178,805</b>
71002	WATER ENTERPRISE FUND EXPENSES					
5211	ELECTRICITY	\$934,660	\$1,007,277	\$1,076,250	\$1,076,250	\$1,076,250
5213	NATURAL GAS/OIL	\$56,603	\$42,750	\$70,000	\$70,000	\$70,000
5220	TELEPHONE	\$35,087	\$38,068	\$50,000	\$50,000	\$50,000
5225	POSTAGE	\$10,138	\$10,698	\$13,200	\$13,200	\$13,200
5250	ADVERTISING	\$0	\$2,226	\$1,000	\$1,000	\$1,000
5268	PROFESSIONAL SERVICES	\$0	\$105	\$75,000	\$75,000	\$75,000
5270	PRINTING	\$15,269	\$11,313	\$11,000	\$11,000	\$11,000
5285	MAINT REP/OTHER EQUIP	\$136,579	\$231,262	\$245,000	\$245,000	\$245,000
5294	CLOTHING ALLOWANCE	\$5,803	\$5,735	\$8,550	\$8,550	\$8,550
5295	OTHR SVCS	\$407,911	\$513,118	\$275,000	\$275,000	\$275,000
5310	OFFICE SUPPLIES	\$7,814	\$9,895	\$12,000	\$12,000	\$12,000
5323	CHEMICALS	\$359,088	\$455,528	\$450,000	\$450,000	\$450,000
5324	WATER LAB SUPP/EQUIP	\$74,978	\$102,251	\$100,000	\$100,000	\$100,000
	OUTSIDE LAB TESTING	\$0	\$0	\$0	\$25,000	\$25,000
5325	WATER CONSERVATION	\$9,581	\$9,686	\$10,000	\$10,000	\$10,000
5330	SUPPLIES/BUILDING	\$26,809	\$51,860	\$17,000	\$17,000	\$17,000
5335	FUEL OIL	\$23,631	\$8,664	\$10,000	\$10,000	\$10,000
5350	SUPPLIES/EQUIPMENT	\$158,982	\$159,794	\$175,000	\$175,000	\$175,000
5355	AUTOMOTIVE FUEL	\$31,180	\$29,530	\$40,000	\$40,000	\$40,000
5360	REPAIR PARTS/EQUIP	\$124,213	\$91,621	\$150,000	\$150,000	\$150,000
5364	REPAIRS/WATER VEHICLES	\$44,550	\$39,559	\$50,000	\$50,000	\$50,000
5380	MIN APPARATUS/TOOLS	\$0	\$1,550	\$5,000	\$5,000	\$5,000
5395	OTHER COMMODITIES	\$39,676	\$18,699	\$40,000	\$40,000	\$40,000
5410	MACHINERY/EQUIP	\$11,691	\$10,328	\$20,000	\$20,000	\$20,000
5500	GIS	\$12,598	\$587	\$15,000	\$15,000	\$15,000
550504	LEGAL	\$41,923	\$0	\$0	\$0	\$0
5710	TRAVEL IN-STATE	\$481	\$2,400	\$1,000	\$1,000	\$1,000
5715	PROFESSIONAL DEVELOPMENT	\$0	\$14,145	\$10,000	\$10,000	\$10,000
5716	LICENSES/CEU'S	\$0	\$222	\$10,000	\$10,000	\$10,000
5730	DUES/SUBSCRIPTIONS	\$21,781	\$7,688	\$16,000	\$16,000	\$16,000
5753	MUNICIPAL SERVICES FACILITY	\$90,650	\$9,298	\$0	\$0	\$0
5950	OPEB	\$322,819	\$330,000	\$334,950	\$342,000	\$342,000
	<b>SUBTOTAL</b>	<b>\$3,004,495</b>	<b>\$3,215,857</b>	<b>\$3,290,950</b>	<b>\$3,323,000</b>	<b>\$3,323,000</b>
	<b>TOTAL WATER ENTERPRISE FUND</b>	<b>\$5,041,952</b>	<b>\$5,231,282</b>	<b>\$5,347,042</b>	<b>\$5,501,805</b>	<b>\$5,501,805</b>
	<b>TOTAL SEWER/WATER ENTERPRISE</b>	<b>\$7,654,101</b>	<b>\$7,857,896</b>	<b>\$8,335,066</b>	<b>\$8,690,784</b>	<b>\$8,690,784</b>

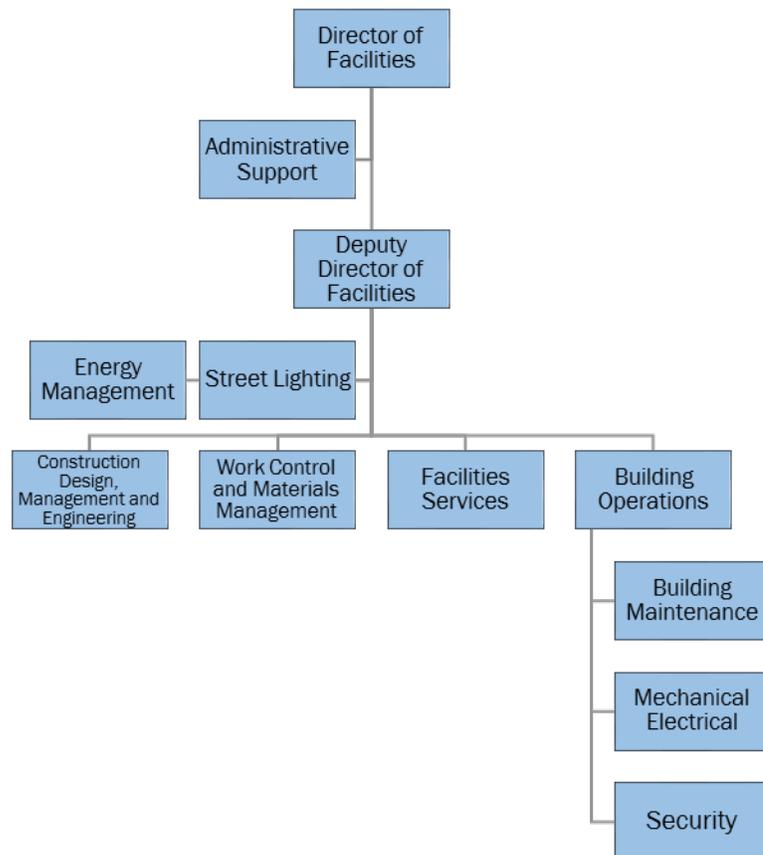


# DEPARTMENT OF FACILITIES



## Mission Statement

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



# DEPARTMENT OF FACILITIES

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## Department Description

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

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

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

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

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

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

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

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

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

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

# DEPARTMENT OF FACILITIES

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

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

## **FY2021 Objectives**

### **DIVISION: ADMINISTRATION AND FACILITIES MANAGEMENT**

- Manage the West Elementary School, Senior Center and Ballardvale Fire Station construction projects.
- Conduct and inventory of major building systems to create a 20 year replacement schedule.

### **DIVISION: ENERGY MANAGEMENT**

- Pursue utility rebates and incentives, as well as State and Federal grants, to fund energy projects.
- Work collaboratively with the new Sustainability Coordinator to develop new programs.

### **DIVISION: STREET LIGHTING**

- Work with National Grid to improve the reporting of utility work, and repairs to lights on North Main.
- Review coverage of street lights, and evaluate requests for additional lights holistically.

### **DIVISION: CONSTRUCTION DESIGN, MANAGEMENT AND ENGINEERING**

- Oversee design of HVAC projects for South School and HVAC and roof projects at Sanborn School.
- Update BeSafe program to ensure accurate mapping our Town and School buildings for first responders.
- Digitize building plans inventory.

### **DIVISION: WORK CONTROL AND MATERIALS MANAGEMENT**

- Streamline materials management and inventory procurement processes.
- Expand the use of the work order system for compliance with new State and Federal regulations.

### **DIVISION: FACILITIES SERVICES**

- Continue providing efficient and highest level custodial services to Town buildings.
- Support Facilities Rentals function with custodial support when necessary.

### **DIVISION: BUILDING OPERATIONS**

- Improve safety and communications with enhancements to fire alarms, strobes, speakers and intercoms.
- Install pedestrian crossing lights at heavily used crosswalks in downtown Andover locations.
- Investigate adaptive radar signalization to improve traffic flow at some heavily traveled intersections.
- Construction of ADA projects identified in Andover's Self-Evaluation and Transition Plan.

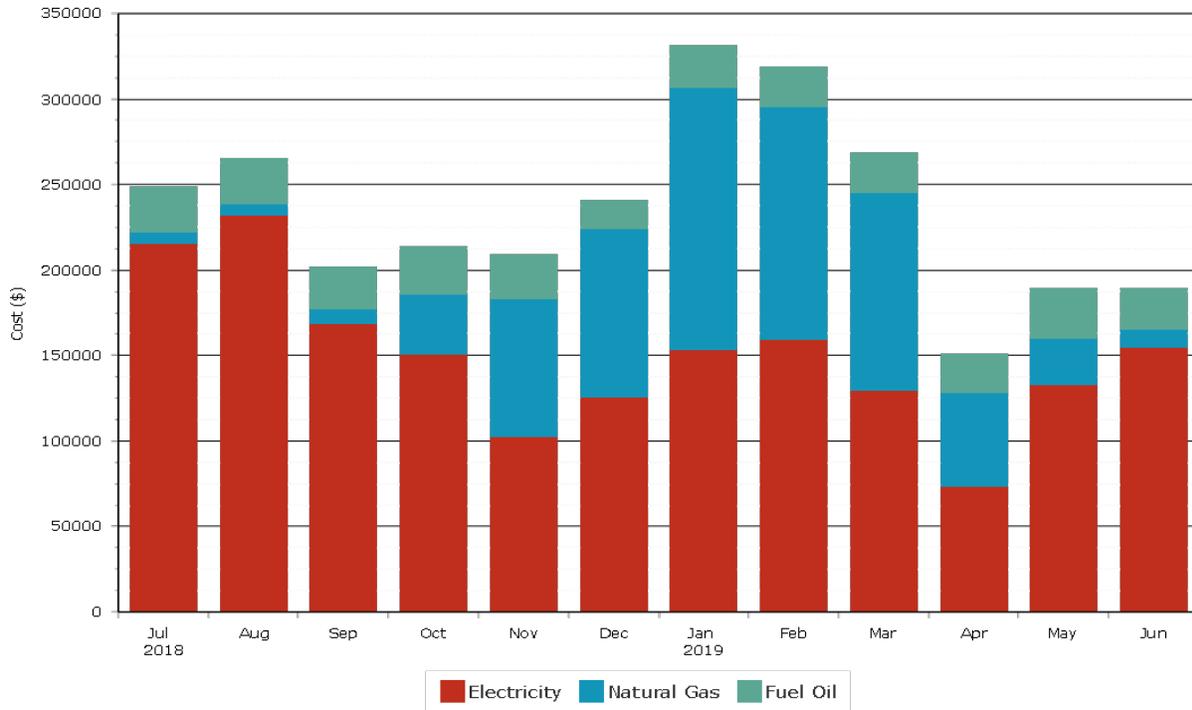
### **DIVISION: SECURITY**

- Implementation of a new key management system for improved efficiency and security.
- Integrate GIS into the security camera system for improved response times.
- Streamline procedures for card access.

# DEPARTMENT OF FACILITIES

## FACILITIES PERFORMANCE STATISTICS

### Town of Andover Utility Costs



Top 15 Facilities Spending Locations FY2019					
Location	Labor Hours	Material Cost	Contractor Cost	Total Spent	
H.Plain-W.Hill Common	\$31,513.47	\$36,156.45	\$927,674.25	\$995,344.17	
Doherty Middle	\$126,888.49	\$183,972.21	\$613,827.23	\$924,687.93	
Townwide: Includes Gas Disaster \$548K	\$97,533.54	\$591,709.11	\$2,400.00	\$691,642.65	
High Plain Elementary	\$24,148.96	\$507,276.84	\$32,689.07	\$564,114.87	
Andover High School	\$181,312.69	\$246,932.42	\$11,810.42	\$440,055.53	
Memorial Hall Library	\$26,805.36	\$66,102.85	\$255,643.58	\$348,551.79	
Schoolwide: AHERA, Security, Alarms	\$109,069.11	\$193,470.49	\$0.00	\$302,539.60	
West Middle School	\$55,651.59	\$82,502.91	\$158,470.63	\$296,625.13	
West Elementary	\$68,276.46	\$135,370.44	\$82,762.23	\$286,409.13	
Wood Hill Middle	\$30,294.83	\$48,351.58	\$152,567.74	\$231,214.15	
Council On Aging	\$8,757.98	\$52,854.49	\$157,500.00	\$219,112.47	
Shawsheen Elementary	\$17,417.42	\$118,597.97	\$60,792.59	\$196,807.98	
Town House	\$32,454.44	\$56,626.47	\$103,833.62	\$192,914.53	
South Elementary	\$31,213.65	\$37,007.27	\$113,865.82	\$182,086.74	
Collins Center	\$9,675.21	\$28,629.00	\$142,485.32	\$180,789.53	
			Total Spending Top 15 Facilities	\$6,052,896.20	
Total Spent all Town Facilities	\$373,704.84	\$965,663.62	\$789,365.64	\$2,128,734.10	28%
Total Spent all School Facilities	\$773,405.80	\$1,753,767.43	\$2,323,313.42	\$4,850,486.65	65%
Attributable to Gas Disaster	\$78,286.66	\$470,195.11	\$0.00	\$548,481.77	7%
			Total Spending All Facilities	\$7,527,702.52	

# DEPARTMENT OF FACILITIES

<u>Position Classification</u>	<u>FTE FY2018</u>	<u>FTE FY2019</u>	<u>FTE FY2020</u>	<u>REQ FY2021</u>	<u>TMREC FY2021</u>	<u>TMREC FY2021</u>
<b>FACILITIES</b>						
<u>ADMINISTRATION</u>						
Director of Facilities		1.0	1.0	1.0	1.0	131,353
Deputy Director	1.0	1.0	1.0	1.0	1.0	95,489
Project Manager	1.0	1.0	1.0	1.0	1.0	91,713
Building Operations Manager (1)				1.0	1.0	102,062
Materials Coordinator	1.0	1.0	1.0	1.0	1.0	91,157
Manager of Energy & Utilities (1)	1.0					
Energy/Project Manager				1.0	1.0	89,810
Executive Secretary	1.0	1.0	1.0	1.0	1.0	69,048
Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	65,165
Office Assistant II (Moved to Business Office FY19)	1.6					
Unclassified						8,000
(1) - Positions moved from Facilities Mechanical/Electrical	7.6	6.0	6.0	8.0	8.0	743,797
<u>FACILITIES SERVICES</u>						
Facilities Coordinator (Moved to DPW Business Office FY19)	0.4					
Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	75,819
Custodian	8.0	8.0	8.0	8.0	8.0	432,797
Custodian (2 part-time)						
	9.4	9.0	9.0	9.0	9.0	508,616
<u>BUILDING MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	80,158
Security Systems Technician	1.0	1.0	1.0	1.0	1.0	72,478
Carpenter	2.0	1.0	1.0			
Carpenter	-	1.0	1.0	3.0	3.0	199,243
Painter I	1.0	1.0	1.0			
Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	57,126
Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	29,211
	6.5	6.5	6.5	6.5	6.5	438,216
<u>MECHANICAL/ELECTRICAL</u>						
Energy/Project Manager (FY20 Move to Administration)	1.0	1.0	1.0			
Working Foreman	1.0	1.0	1.0	1.0	1.0	80,321
Electricians/HVAC Mechanic	4.0	4.0	4.0	3.0	3.0	217,054
Plumber	1.0	1.0	1.0	1.0	1.0	71,617
Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	70,630
Refrigeration Apprentice				1.0	1.0	58,598
Preventive Maintenance Mechanic (FY20 Move to Admin)	1.0	1.0	1.0			
	9.0	9.0	9.0	7.0	7.0	498,220
<b>GRAND TOTAL</b>	<b>32.5</b>	<b>30.5</b>	<b>30.5</b>	<b>30.5</b>	<b>30.5</b>	<b>2,188,849</b>

# DEPARTMENT OF FACILITIES

FACILITIES		FY2018	FY2019	FY2020	FY2021	FY2021
		ACTUAL	ACTUAL	BUDGET	DEPT REC	TM REC
<b>MAINTENANCE ADMINISTRATION</b>						
	PERSONAL SERVICES	559,528	517,644	740,825	778,797	772,797
	OTHER EXPENSES	38,878	62,448	62,300	80,450	68,450
	<b>TOTAL MAINTENANCE ADMIN</b>	<b>598,406</b>	<b>580,092</b>	<b>803,125</b>	<b>859,247</b>	<b>841,247</b>
<b>FACILITIES SERVICES</b>						
	PERSONAL SERVICES	546,984	547,098	582,518	588,616	588,616
	OTHER EXPENSES	270,481	382,468	448,500	457,500	448,500
	FROM SALE OF SERVICE	(98,150)	(91,629)	(88,000)	(88,000)	(88,000)
	<b>TOTAL FACILITIES SERVICES</b>	<b>719,315</b>	<b>837,937</b>	<b>943,018</b>	<b>958,116</b>	<b>949,116</b>
<b>FACILITIES TOWN BUILDING MAINTENANCE</b>						
	PERSONAL SERVICES	496,414	481,580	513,561	528,216	513,216
	OTHER EXPENSES	377,929	332,448	324,300	348,000	334,000
	<b>TOTAL TOWN BUILDING MAINTENANCE</b>	<b>874,343</b>	<b>814,028</b>	<b>837,861</b>	<b>876,216</b>	<b>847,216</b>
<b>FACILITIES TOWN MECHANICAL/ELECTRICAL</b>						
	PERSONAL SERVICES	691,689	726,314	580,045	584,220	579,220
	OTHER EXPENSES	328,522	403,550	413,500	447,500	404,500
	<b>TOTAL TOWN MECHANICAL/ELECTRICAL</b>	<b>1,020,211</b>	<b>1,129,864</b>	<b>993,545</b>	<b>1,031,720</b>	<b>983,720</b>
<b>FACILITIES STREET LIGHTING</b>						
	STREET LIGHTING EXPENSES	266,429	215,298	150,000	120,000	120,000
	<b>TOTAL STREET LIGHTING</b>	<b>266,429</b>	<b>215,298</b>	<b>150,000</b>	<b>120,000</b>	<b>120,000</b>
<b>TOTAL FACILITIES</b>						
	<b>SALARIES</b>	<b>2,294,615</b>	<b>2,272,636</b>	<b>2,416,949</b>	<b>2,479,849</b>	<b>2,453,849</b>
	<b>EXPENSES</b>	<b>1,282,239</b>	<b>1,396,212</b>	<b>1,398,600</b>	<b>1,453,450</b>	<b>1,375,450</b>
		<b>3,576,854</b>	<b>3,668,848</b>	<b>3,815,549</b>	<b>3,933,299</b>	<b>3,829,299</b>
	FROM SALE OF SERVICE	(98,150)	(91,629)	(88,000)	(88,000)	(88,000)
	<b>TOTAL FACILITIES</b>	<b>3,478,704</b>	<b>3,577,219</b>	<b>3,727,549</b>	<b>3,845,299</b>	<b>3,741,299</b>

# DEPARTMENT OF FACILITIES

FACILITIES ADMINISTRATION			FY2018	FY2019	FY2020	FY2021	FY2021
FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011861	MAINTENANCE ADMIN SALARIES						
	5110	REG WAGES	\$459,569	\$495,027	\$720,825	\$743,797	\$743,797
	5120	OVERTIME	\$8,915	\$14,115	\$10,000	\$20,000	\$15,000
	5130	PART TIME	\$85,439	\$0	\$0	\$0	\$0
	5140	SEASONAL	\$5,605	\$8,502	\$10,000	\$15,000	\$14,000
	SUBTOTAL		\$559,528	\$517,644	\$740,825	\$778,797	\$772,797
011862	MAINTENANCE ADMIN EXPENSES						
	5220	TELEPHONE	\$12,075	\$14,141	\$18,000	\$18,000	\$18,000
	5255	SOFTWARE SUPPORT	\$0	\$18,095	\$18,000	\$26,000	\$21,000
	5270	PRINTING	\$219	\$409	\$400	\$400	\$400
	5291	RENT EQUIP	\$2,293	\$2,158	\$2,300	\$2,300	\$2,300
	5294	CLOTHING ALLOWANCE	\$0	\$100	\$600	\$750	\$750
	5295	OTHR SVCS	\$15,277	\$7,459	\$3,000	\$4,000	\$4,000
	5310	OFFICE SUP	\$5,865	\$6,131	\$6,000	\$6,000	\$6,000
	5420	OFF EQUIP	\$532	\$8,848	\$6,000	\$8,000	\$6,000
	5710	TRAVEL	\$371	\$207	\$1,000	\$1,000	\$1,000
	5715	PROFESSIONAL DEVELOPMENT	\$0	\$1,931	\$2,000	\$5,000	\$4,000
	5716	LICENSES & CONTINUING ED	\$1,885	\$1,721	\$3,000	\$7,000	\$3,000
	5730	DUES/SUBSCRIPTIONS	\$361	\$1,248	\$2,000	\$2,000	\$2,000
	SUBTOTAL		\$38,878	\$62,448	\$62,300	\$80,450	\$68,450
<b>TOTAL FACILITIES ADMINISTRATION</b>			<b>\$598,406</b>	<b>\$580,092</b>	<b>\$803,125</b>	<b>\$859,247</b>	<b>\$841,247</b>

FACILITIES SERVICES			FY2018	FY2019	FY2020	FY2021	FY2021
FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011851	FACILITIES SERVICES SALARIES						
	5110	REG WAGES	\$454,260	\$482,972	\$502,518	\$508,616	\$508,616
	5120	OVERTIME	\$40,474	\$48,183	\$60,000	\$60,000	\$60,000
	5150	RENTAL OVERTIME	\$17,823	\$15,943	\$20,000	\$20,000	\$20,000
	5130	PART TIME	\$34,427	\$0	\$0	\$0	\$0
	SUBTOTAL		\$546,984	\$547,098	\$582,518	\$588,616	\$588,616
011852	FACILITIES SERVICES EXPENSES						
	5211	ELECTRICITY	\$155,664	\$174,600	\$193,500	\$193,500	\$193,500
	5213	NATURAL GAS	\$65,263	\$105,000	\$151,000	\$150,000	\$146,000
	5294	CLOTHING ALLOWANCE	\$3,042	\$4,368	\$4,500	\$4,500	\$4,500
	5295	OTHR SVCS	\$12,036	\$31,604	\$20,000	\$20,000	\$20,000
	5310	OFFICE SUP	\$116	\$270	\$500	\$500	\$500
	5330	OPERATING SUPPLIES	\$27,718	\$33,034	\$40,000	\$40,000	\$35,000
	5355	AUTOMOTIVE FUEL	\$0	\$0	\$0	\$20,000	\$20,000
	5410	MACH/EQUIP	\$6,642	\$23,309	\$10,000	\$10,000	\$10,000
	5420	OFF EQUIP	\$0	\$208	\$1,500	\$1,500	\$1,500
	5715	PROFESSIONAL DEV	\$0	\$0	\$1,000	\$1,000	\$1,000
	5716	LICENSES & CEU'S	\$0	\$75	\$1,000	\$1,000	\$1,000
	5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$500	\$500
	5770	CUSTODIAL SERVICES	\$0	\$10,000	\$25,000	\$15,000	\$15,000
	SUBTOTAL		\$270,481	\$382,468	\$448,500	\$457,500	\$448,500
011851	FACILITIES SERVICES SALARIES						
	5811	FROM SALE OF SERVICE	\$ (90,150)	\$ (83,629)	\$ (80,000)	\$ (80,000)	\$ (80,000)
		AYF GIFT	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)
	SUBTOTAL		\$ (98,150)	\$ (91,629)	\$ (88,000)	\$ (88,000)	\$ (88,000)
<b>TOTAL FACILITIES SERVICES</b>			<b>\$719,315</b>	<b>\$837,937</b>	<b>\$943,018</b>	<b>\$958,116</b>	<b>\$949,116</b>

# DEPARTMENT OF FACILITIES

STREET LIGHTING		FY2018	FY2019	FY2020	FY2021	FY2021
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011922	STREET LIGHTING EXPENSES					
5211	ELECTRICITY	\$195,790	\$89,096	\$140,000	\$100,000	\$100,000
5275	LEASE TO PURCHASE	\$59,369	\$76,947	\$0	\$0	\$0
5289	MAINTENANCE	\$11,270	\$49,255	\$10,000	\$20,000	\$20,000
	SUBTOTAL	\$266,429	\$215,298	\$150,000	\$120,000	\$120,000
	<b>TOTAL STREET LIGHTING</b>	<b>\$266,429</b>	<b>\$215,298</b>	<b>\$150,000</b>	<b>\$120,000</b>	<b>\$120,000</b>

FACILITIES TOWN BUILDING MAINTENANCE		FY2018	FY2019	FY2020	FY2021	FY2021
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011881	T-BLDG MAINT SALARIES					
5110	REG WAGES	\$402,656	\$409,306	\$405,094	\$409,005	\$409,005
5120	OVERTIME	\$50,405	\$38,096	\$50,000	\$60,000	\$55,000
5130	PART TIME	\$24,624	\$25,300	\$28,467	\$29,211	\$29,211
5140	SEASONAL	\$18,729	\$8,705	\$30,000	\$30,000	\$20,000
5152	SPECIAL EVENT OVERTIME	\$0	\$173	\$0	\$0	\$0
	SUBTOTAL	\$496,414	\$481,580	\$513,561	\$528,216	\$513,216
011882	T-BLDG MAINT EXPENSES					
5231	TRANS ALLOWANCE	\$1,800	\$1,800	\$1,800	\$0	\$0
5287	MAINT/REPAIR COMMEQ	\$0	\$0	\$4,000	\$4,000	\$0
5288	MAINT/REP INVENTORY	\$64,860	\$33,924	\$23,500	\$35,000	\$35,000
5291	RENT EQUIP	\$716	\$1,200	\$2,000	\$2,000	\$2,000
5294	CLOTHING ALLOWANCE	\$2,313	\$3,109	\$4,500	\$5,500	\$5,500
5295	OTHR SVCS	\$226,639	\$157,182	\$155,000	\$170,000	\$160,000
5340	REP/PARTS/BUILDINGS	\$69,185	\$125,117	\$80,000	\$85,000	\$85,000
5350	REP/PARTS/SECURITY	\$0	\$0	\$30,000	\$30,000	\$30,000
5355	AUTOMOTIVE FUEL	\$0	\$0	\$10,000	\$0	\$0
5380	MIN APPARATUS/TOOLS	\$4,315	\$5,044	\$3,500	\$5,500	\$5,500
5410	MACHINERY/EQUIP	\$3,000	\$336	\$2,500	\$2,500	\$2,500
5710	TRAVEL	\$266	\$0	\$500	\$500	\$500
5715	PROFESSIONAL DEV	\$0	\$2,180	\$3,000	\$4,500	\$4,500
5716	LICENSES & CONTINUING ED	\$990	\$2,355	\$3,000	\$3,000	\$3,000
5730	DUES/SUBSCRIPTIONS	\$3,845	\$201	\$1,000	\$500	\$500
	SUBTOTAL	\$377,929	\$332,448	\$324,300	\$348,000	\$334,000
	<b>TOTAL TOWN BUILDING MAINTENANCE</b>	<b>\$874,343</b>	<b>\$814,028</b>	<b>\$837,861</b>	<b>\$876,216</b>	<b>\$847,216</b>

# DEPARTMENT OF FACILITIES

FACILITIES TOWN MECHANICAL/ELECTRICAL		FY2018	FY2019	FY2020	FY2021	FY2021
PUBLIC FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011891	T-MECHANICAL/ELEC SALARIES					
	5110 REG WAGES	\$626,256	\$655,155	\$500,045	\$498,220	\$498,220
	5120 OVERTIME	\$53,490	\$55,619	\$60,000	\$66,000	\$66,000
	5140 SEASONAL	\$11,220	\$14,526	\$20,000	\$20,000	\$15,000
	5187 RETRO WAGES	<u>\$723</u>	<u>\$1,014</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$691,689	\$726,314	\$580,045	\$584,220	\$579,220
011892	T-MECHANICAL/ELEC EXPENSES					
	5288 MAINT/REP INVENTORY	\$55,442	\$63,918	\$63,000	\$65,000	\$65,000
	5291 RENT EQUIP	\$839	\$1,000	\$2,000	\$2,000	\$2,000
	5294 CLOTHING ALLOWANCE	\$3,402	\$3,896	\$4,500	\$4,500	\$4,500
	5295 OTHR SVCS	\$143,746	\$188,592	\$190,000	\$210,000	\$200,000
	5350 OPER SUPP/EQUIP	\$110,431	\$130,420	\$110,000	\$150,000	\$120,000
	5355 AUTOMOTIVE FUEL	\$0	\$0	\$8,000	\$0	\$0
	5360 REPAIR/PARTS/EQUIP	\$8,540	\$10,041	\$20,000	\$0	\$0
	5380 MIN APPARATUS/TOOLS	\$3,147	\$2,135	\$4,000	\$4,000	\$4,000
	5410 MACHINERY/EQUIP	\$576	\$1,536	\$2,000	\$2,000	\$2,000
	5710 TRAVEL	\$111	\$408	\$1,000	\$500	\$500
	5715 PROFESSIONAL DEV	\$0	\$470	\$3,000	\$6,000	\$3,000
	5716 LICENSES & CONTINUING ED	\$1,955	\$946	\$3,000	\$2,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	<u>\$333</u>	<u>\$188</u>	<u>\$3,000</u>	<u>\$1,500</u>	<u>\$1,500</u>
	SUBTOTAL	<u>\$328,522</u>	<u>\$403,550</u>	<u>\$413,500</u>	<u>\$447,500</u>	<u>\$404,500</u>
	<b>TOTAL TOWN MECHANICAL/ELECT</b>	<b>\$1,020,211</b>	<b>\$1,129,864</b>	<b>\$993,545</b>	<b>\$1,031,720</b>	<b>\$983,720</b>



# ANDOVER PUBLIC SCHOOLS



**Voters**

**School Committee**

**School Superintendent**

# ANDOVER PUBLIC SCHOOLS

ANDOVER PUBLIC SCHOOLS		FY2018	FY2019	FY2020	FY2021	FY2021
SCHOOLS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013001	ANDOVER SCHOOL SALARIES					
	5110 REGULAR WAGES	\$64,225,606	\$66,754,471	\$70,381,403	\$72,500,278	\$72,500,278
	SUBTOTAL	\$64,225,606	\$66,754,471	\$70,381,403	\$72,500,278	\$72,500,278
013002	ANDOVER SCHOOL EXPENSES					
	5700 UNCLASSIFIED EXP	\$15,111,565	\$15,756,187	\$15,473,405	\$16,668,527	\$16,668,527
	SUBTOTAL	\$15,111,565	\$15,756,187	\$15,473,405	\$16,668,527	\$16,668,527
	KINDERGARTEN FEE OFFSET	\$0	\$0	\$75,000	\$77,895	\$77,895
	<b>TOTAL ANDOVER SCHOOL</b>	<b>\$79,337,171</b>	<b>\$82,510,658</b>	<b>\$85,929,808</b>	<b>\$89,246,700</b>	<b>\$89,246,700</b>

# SECTION 5



## FIXED AND UNCLASSIFIED EXPENSES

# TECHNICAL SCHOOLS

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

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

TECHNICAL SCHOOLS		FY2018	FY2019	FY2020	FY2021	FY2021
TECHNICAL SCHOOLS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013012	TECHNICAL SCHOOL EXPENSES					
	5295 OTHER CHGS/SERVICES	\$581,967	\$592,235	\$647,149	\$695,000	\$695,000
TOTAL	SUBTOTAL	\$581,967	\$592,235	\$647,149	\$695,000	\$695,000
	<b>TOTAL TECHNICAL SCHOOLS</b>	<b>\$581,967</b>	<b>\$592,235</b>	<b>\$647,149</b>	<b>\$695,000</b>	<b>\$695,000</b>

# DEBT SERVICE INFORMATION

## Debt Service Fund

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

DEBT PRINCIPAL		FY2018	FY2019	FY2020	FY2021	FY2021
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017102	NON-EXEMPT DEBT SERVICE PRINCIPAL					
5741	SCHOOL LOANS	\$1,644,000	\$1,831,100	\$1,733,500	\$1,809,333	\$1,809,333
5742	WATER LOANS	\$1,345,004	\$1,532,258	\$1,650,819	\$2,493,391	\$2,493,391
5743	SEWER LOANS	\$1,855,000	\$1,870,000	\$1,905,000	\$1,996,000	\$1,996,000
5744	STREET LOANS	\$285,000	\$280,000	\$285,000	\$325,500	\$325,500
5745	MUNICIPAL BLDGS LOANS	\$1,048,900	\$1,356,900	\$1,397,750	\$1,823,250	\$1,823,250
5746	PUBLIC SAFETY LOANS	\$412,000	\$143,000	\$202,500	\$239,000	\$239,000
5747	LAND ACQ LOANS	\$425,000	\$420,000	\$415,000	\$415,000	\$415,000
5749	OTHER MUN PURPOSES	\$267,898	\$148,504	\$139,124	\$139,757	\$139,757
	<b>SUBTOTAL</b>	<b>\$7,282,802</b>	<b>\$7,581,762</b>	<b>\$7,728,693</b>	<b>\$9,241,231</b>	<b>\$9,241,231</b>
017112	EXEMPT DEBT SERVICE PRINCIPAL					
5741	SCHOOL LOANS	\$2,350,000	\$2,340,000	\$2,330,000	\$2,195,000	\$2,195,000
5746	PUBLIC SAFETY LOANS	\$547,100	\$542,100	\$541,250	\$531,250	\$531,250
	<b>SUBTOTAL</b>	<b>\$2,897,100</b>	<b>\$2,882,100</b>	<b>\$2,871,250</b>	<b>\$2,726,250</b>	<b>\$2,726,250</b>
	<b>TOTAL DEBT PRINCIPAL</b>	<b>\$10,179,902</b>	<b>\$10,463,862</b>	<b>\$10,599,943</b>	<b>\$11,967,481</b>	<b>\$11,967,481</b>

DEBT INTEREST		FY2018	FY2019	FY2020	FY2021	FY2021
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017502	NON-EXEMPT DEBT SERVICE INTEREST					
5732	INT ON BANS NON-EXEMPT	\$13,781	\$53,520	\$80,000	\$80,000	\$80,000
573202	BANS NON-EXEMPT WATER	\$13,606	\$12,400	\$35,000	\$35,000	\$35,000
5739	BOND ISSUE EXPENSE	\$0	\$4,799	\$105,000	\$105,000	\$105,000
5741	SCHOOL LOANS	\$697,924	\$757,324	\$759,099	\$699,507	\$699,507
5742	WATER LOANS	\$694,311	\$531,677	\$592,094	\$1,164,936	\$1,164,936
5743	SEWER LOANS	\$551,473	\$479,276	\$401,727	\$358,820	\$358,820
5744	STREET LOANS	\$93,788	\$79,487	\$93,427	\$98,943	\$98,943
5745	MUNICIPAL BLDGS LOANS	\$332,320	\$769,537	\$1,205,472	\$1,241,750	\$1,241,750
5746	PUBLIC SAFETY LOANS	\$8,988	\$18,742	\$101,900	\$80,409	\$80,409
5747	LAND ACQ LOANS	\$164,111	\$146,999	\$130,269	\$113,721	\$113,721
5749	OTHER MUN PURPOSES	\$70,060	\$63,083	\$57,833	\$53,206	\$53,206
	<b>SUBTOTAL</b>	<b>\$2,640,362</b>	<b>\$2,916,844</b>	<b>\$3,561,821</b>	<b>\$4,031,292</b>	<b>\$4,031,292</b>
017512	EXEMPT DEBT SERVICE INTEREST					
5741	SCHOOL LOANS	\$1,127,350	\$1,019,998	\$935,998	\$847,272	\$847,272
5746	PUBLIC SAFETY LOANS	\$100,892	\$78,911	\$51,863	\$27,927	\$27,927
	<b>SUBTOTAL</b>	<b>\$1,228,242</b>	<b>\$1,098,909</b>	<b>\$987,861</b>	<b>\$875,199</b>	<b>\$875,199</b>
	<b>TOTAL DEBT INTEREST</b>	<b>\$3,868,604</b>	<b>\$4,015,753</b>	<b>\$4,549,682</b>	<b>\$4,906,491</b>	<b>\$4,906,491</b>
	DEBT SERVICE EXPENSES					
	FROM CABLE FUND	\$ (321,838)	\$ (239,637)	\$ (235,850)	\$ (189,000)	\$ (189,000)
	<b>SUBTOTAL</b>	<b>\$ (321,838)</b>	<b>\$ (239,637)</b>	<b>\$ (235,850)</b>	<b>\$ (189,000)</b>	<b>\$ (189,000)</b>
	<b>TOTAL DEBT SERVICE</b>	<b>\$14,048,506</b>	<b>\$14,479,615</b>	<b>\$15,149,625</b>	<b>\$16,873,972</b>	<b>\$16,873,972</b>

# DEBT SERVICE INFORMATION

## Debt Analysis Tool

	AMOUNT	YEARS	2021	2022	2023	2024	2025	TOTAL ALL YEARS
<b>NON-EXEMPT DEBT</b>								
<b>EXISTING</b>								
SCHOOL			2,356,544	2,277,454	2,193,650	2,050,806	1,967,627	20,746,226
STREET			336,018	322,893	277,131	263,680	255,242	2,455,387
MUNICIPAL FACILITIES			2,370,889	2,315,202	2,001,738	1,933,982	1,886,572	36,455,507
PUBLIC SAFETY			231,331	219,025	133,675	129,425	125,175	1,927,856
LAND ACQUISITION			528,720	511,930	494,995	473,124	402,670	3,517,364
OTHER			192,963	188,958	184,894	181,159	177,364	2,235,419
<b>TOTAL EXISTING DEBT</b>			<b>6,016,465</b>	<b>5,835,462</b>	<b>5,286,083</b>	<b>5,032,176</b>	<b>4,814,650</b>	<b>67,337,759</b>
TECHNOLOGY OFFSET CABLE FUNDS			(189,000)	(122,000)	-	-	-	(311,000)
NET GF IMPACT			5,827,465	5,713,462	5,286,083	5,032,176	4,814,650	67,026,759
<b>AUTHORIZED BORROW/BORROW FY20 ACTUAL</b>								
TECHNOLOGY HARDWARE & SOFTWARE	200,000	5	47,000	45,600	44,200	42,800	40,700	220,300
PUBLIC SAFETY MICROWAVE *	300,000	5	-	-	-	-	-	-
FIRE APPARATUS - AMBULANCE *	314,000	5	88,078	75,625	67,500	64,500	61,550	357,253
SCHOOL SITE IMPROVEMENTS (Sanborn Re-Purpose)	319,000	10	58,762	47,825	46,075	39,450	37,950	397,462
TOWN AND SCHOOL ENERGY INITIATIVES	120,000	10	22,443	19,775	19,025	18,275	12,650	147,968
TOWN AND SCHOOL ENERGY INITIATIVES	220,000	10	30,800	29,920	29,040	28,160	27,280	268,400
TOWN AND SCHOOL ENERGY INITIATIVES	200,000	10	32,485	28,300	27,300	26,300	25,300	251,285
DOWNTOWN AMENITIES	400,000	10	54,000	52,600	51,200	49,800	48,400	477,000
MAJOR TOWN PROJECTS	650,000	10	87,750	85,475	83,200	80,925	78,650	775,125
DPW LARGE VEHICLES	135,000	10	18,900	18,360	17,820	17,280	16,740	164,700
DPW LARGE VEHICLES	420,000	10	71,170	62,225	59,975	57,725	50,600	524,895
DPW LARGE VEHICLES	380,000	10	51,300	49,970	48,640	47,310	45,980	453,150
ENMORE ST RECONSTRUCTION	355,000	10	47,925	46,683	45,440	44,198	42,955	423,340
MINOR STORM DRAIN IMPROVEMENTS	300,000	10	40,500	39,450	38,400	37,350	36,300	357,750
TOWN BRIDGE EVALUATION/MAINTENANCE (FY21)	500,000	10	-	67,500	65,750	64,000	62,250	596,250
MAJOR SCHOOL PROJECTS	920,000	15	93,533	91,387	89,240	87,093	84,947	1,177,600
LEDGE ROAD LANDFILL (Borrow FY21)	3,500,000	20	-	297,500	291,375	285,250	279,125	4,786,250
LEDGE ROAD LANDFILL (Borrow FY22)	3,195,000	20	-	-	271,575	265,984	260,393	4,369,165
MUNICIPAL SERVICES FACILITY (Use level debt)	500,000	30	26,605	25,900	25,400	24,900	24,400	757,074
CENTER AT PUNCHARD BLDG CONSTRUCTION (FY20) *	1,000,000	30	53,020	51,656	50,656	49,656	53,531	1,529,104
CENTER AT PUNCHARD BLDG CONSTRUCTION (FY21) *	1,500,000	30	-	81,557	81,557	81,557	81,557	2,446,710
BALLARDVALE FIRE CONSTRUCTION (Borrow 2020) *	2,000,000	30	100,783	103,275	101,275	104,150	101,900	3,058,303
BALLARDVALE FIRE CONSTRUCTION (Borrow 2021) *	4,000,000	30	-	231,320	231,320	231,320	231,320	6,939,600
BALLARDVALE FIRE CONSTRUCTION (Borrow 2022) *	1,000,000	30	-	-	57,830	57,830	57,830	1,734,900
	-		-	-	-	-	-	-
	22,428,000		925,054	1,551,903	1,843,793	1,805,813	1,762,308	32,213,584
<b>TOTAL FUTURE DEBT</b>			<b>6,752,519</b>	<b>7,265,365</b>	<b>7,129,876</b>	<b>6,837,989</b>	<b>6,576,958</b>	<b>99,240,343</b>
<b>ESTIMATED BORROW FY21 AND AFTER</b>								
IT PLATFORMS & INFRASTRUCTURE (FY22 - FY25)	-	5	-	-	226,200	384,140	501,284	2,435,440
PUBLIC SAFETY CAD/RMS SOFTWARE	332,000	5	-	79,680	77,024	74,368	71,712	371,840
FIRE BI-DIRECTIONAL AMPLIFIER SYSTEM	300,000	5	-	72,000	69,600	67,200	64,800	336,000
FIRE BI-DIRECTIONAL AMPLIFIER SYSTEM	225,000	5	-	-	54,000	52,200	50,400	252,000
FIRE APPARATUS - ENGINES	725,000	10	-	101,500	149,000	144,660	192,120	2,019,100
MAJOR TOWN PROJECTS	825,000	10	-	115,500	277,400	434,580	568,840	6,203,700
TOWN AND SCHOOL ENERGY INITIATIVES	300,000	10	-	42,000	97,500	159,780	225,100	2,848,700
DPW LARGE VEHICLES	580,000	10	-	81,200	134,880	217,760	282,760	3,031,700
MINOR STORM DRAIN IMPROVEMENTS	300,000	10	-	42,000	40,800	81,600	79,200	1,098,000
TOWN BRIDGE EVALUATION/MAINTENANCE (FY24)	500,000	10	-	-	-	-	70,000	610,000
MAJOR SCHOOL PROJECTS	3,030,000	20	-	272,700	556,890	1,092,480	1,884,540	39,078,400
<b>TOTAL NEW DEBT</b>	<b>7,117,000</b>		<b>-</b>	<b>806,580</b>	<b>1,683,293</b>	<b>2,708,768</b>	<b>3,990,756</b>	<b>58,284,880</b>
<b>GRAND TOTAL (Net of Cable Funds)</b>			<b>6,752,519</b>	<b>8,071,945</b>	<b>8,813,169</b>	<b>9,546,757</b>	<b>10,567,714</b>	<b>157,525,223</b>
<b>GRAND TOTAL</b>			<b>6,941,519</b>	<b>8,193,945</b>	<b>8,813,169</b>	<b>9,546,757</b>	<b>10,567,714</b>	<b>99,551,343</b>

# DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS ANALYSIS OF BONDS AUTHORIZED AND OUTSTANDING ACTIVITY FOR FY2019							
ARTICLE	PROJECT NAME	AUTHORIZATION JULY 1, 2018	NEW AUTHORIZATION	BONDING	PAID DOWN	RESCIND	AUTHORIZATION JUNE 30, 2019
<b>SEWER ENTERPRISE</b>							
ART 64 2007	SHAWSHEEN PUMPING STATION	350,000					350,000
ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	2,200,000					2,200,000
		2,550,000	-	-	-	-	2,550,000
<b>WATER ENTERPRISE</b>							
ART 36 2012	WATER PLANT BACKWASH TANK	300,000					300,000
ART 41 2016	WATER MAIN REPLACEMENT PROJECTS	1,000,000		500,000			500,000
ART27 2017	WATER MAIN REPLACEMENTS	2,500,000		1,500,000			1,000,000
ART 30 2017	WATER TREAT PLANT ELECTRIC SUBS REPLAC	200,000		200,000			-
ART 38 2017	WATER TREAT PLANT HEATING SYSTEM	200,000		100,000			100,000
ART 25 2018	WATER MAIN REPLACEMENT PROJECTS	3,000,000					3,000,000
ART 27 2018	WATER TREAT PLEANT ELECTRIC SUBS REPLAC	5,000,000					5,000,000
ART 30 2018	DALE STREET PUMPING STATION REPLACE	360,000					360,000
ART 29 2019	WATER MAIN REPLACEMENTS	-	4,000,000				4,000,000
ART 2 2019	WATER MAIN REPLACEMENTS	-	2,000,000				2,000,000
		12,560,000	6,000,000	2,300,000	-	-	16,260,000
<b>TOTAL ENTERPRISE FUNDS</b>		15,110,000	6,000,000	2,300,000	-	-	18,810,000
<b>GENERAL GOVERNMENT</b>							
ART 31 2008	LANDFILL CLOSURE	6,695,000					6,695,000
		6,695,000	-	-	-	-	6,695,000
<b>SCHOOL</b>							
ART 3A 2010	BANCROFT SCHOOL PROJECT	172,353				172,353	-
ART 40 2015	SCHOOL SITE IMP - WEST ELEMENTARY	319,000					319,000
ART 45 2017	HIGH PLAIN/WOODHILL AIR CONDITIONING	275,000		275,000			-
ART 47 2017	MAJOR SCHOOL PROJECTS	370,000		370,000			-
ART36 2018	MAJOR SCHOOL PROJECTS	722,000		722,000			-
		1,858,353	-	1,367,000	-	172,353	319,000
<b>ROAD AND DRAINAGE</b>							
ART 29 2017	ENMORE STREET RECONSTRUCTION	655,000		300,000			355,000
ART48 2018	MINOR STORM DRAIN IMPROVEMENTS	300,000					300,000
		955,000	-	300,000	-	-	655,000
<b>CONSERVATION AND LAND ACQUISITION</b>							
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	800,000					800,000
ART 23 2002	CONSERVATION FUND	400,000					400,000
		1,200,000	-	-	-	-	1,200,000
<b>TECHNOLOGY</b>							
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000					200,000
ART 46 2017	SAFETY & COMMUNICATION UPGRADE PHASE 2	300,000		300,000			-
ART 46 2018	INFO TECHNOLOGY PLATFORM & INFRASTRUCT	350,000			350,000		-
ART 39 2019	PUBLIC SAFETY MICROWAVE COMMUNICATION	-	300,000				300,000
		850,000	300,000	300,000	350,000	-	500,000
<b>TOWN BUILDINGS</b>							
ART 29 2016	COLLINS CENTER FAÇADE REPLACEMENT	300,000		300,000			-
ART 33 2017	MUNICIPAL SERVICES FACILITY	8,500,000		8,000,000			500,000
ART 43 2017	MAJOR TOWN BUILDINGS PROJECTS	-					-
ART 44 2017	TOWN & SCHOOL ENERGY INITIATIVES	120,000					120,000
ART34 2018	MAJOR TOWN BUILDINGS PROJECTS	775,000		775,000			-
ART35 2018	TOWN & SCHOOL ENERGY INITIATIVES	565,000		173,000	392,000		-
ART41 2018	CENTER AT PUNCHARD DESIGN SERVICES	160,000			160,000		-
ART 1 2019	BALLARDVALE FIRE STATION	-	7,000,000				7,000,000
ART 24 2019	CENTER AT PUNCHARD DESIGN/CONSTRUCTION	-	2,500,000				2,500,000
ART 36 2019	MAJOR TOWN BUILDINGS PROJECTS	-	650,000				650,000
ART 37 2019	TOWN & SCHOOL ENERGY INITIATIVES	-	420,000				420,000
ART 38 2019	MAJOR SCHOOL BUILDINGS PROJECTS	-	920,000				920,000
		10,420,000	11,490,000	9,248,000	552,000	-	12,110,000
<b>MISCELLANEOUS</b>							
ART 31 2017	BANCROFT HIGH LIFT PUMPS	250,000		90,000	160,000		-
ART 41 2017	PUBLIC WORKS VEHICLES - LARGE	450,000		450,000			-
ART 42 2017	FIRE APPARATUS REPLACEMENT - AMB 2	270,000		270,000			-
ART32 2018	PUBLIC WORKS VEHICLES - LARGE	555,000					555,000
ART 33 2018	FIRE APPARATUS REPLACEMENT - LADDER	1,100,000		1,100,000			-
ART 34 2019	PUBLIC WORKS VEHICLES - LARGE	-	380,000				380,000
ART 35 2019	FIRE APPARATUS REPLACEMENTS	-	360,000				360,000
ART 40 2019	TOWN BRIDGE EVALUATION & MAINTENANCE	-	500,000				500,000
ART 41 2019	PARKING AND HARDSCAPE IMPROVEMENTS	-	400,000				400,000
		2,625,000	1,640,000	1,910,000	160,000	-	2,195,000
<b>TOTAL GENERAL GOVERNMENT</b>		24,603,353	13,430,000	13,125,000	1,062,000	172,353	23,674,000
<b>GRAND TOTAL</b>		39,713,353	19,430,000	15,425,000	1,062,000	172,353	42,484,000

# DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
As of July 1, 2020									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	RATE	2021	2022	2023	2024	2025	TOTAL ALL YEARS
<b>EXEMPT DEBT</b>									
<b>SCHOOL</b>									
SCHOOL BONDS EXEMPT REFI	ART 19, 1999	2/15/10	2.181%	-	-	-	-	-	-
SCHOOL BONDS -Sewer REFI	ART 9, 2000	2/15/10	2.398%	142,800.00	-	-	-	-	142,800.00
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	12/22/11	1.645%	348,137.50	333,487.50	318,543.75	-	-	1,000,168.75
BANCROFT FEASIBILITY	ART 59., 2009	12/22/11	2.339%	12,112.50	11,812.50	11,500.00	11,275.00	6,100.00	91,562.55
MIDDLEJEL SCHOOL Refi NC	ART 9, 2000	12/19/12	1.821%	175,900.00	165,200.00	159,600.00	154,000.00	148,400.00	945,900.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	2.459%	1,013,250.00	985,250.00	957,250.00	929,250.00	901,250.00	11,108,125.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	3.076%	1,014,562.50	981,812.50	949,062.50	916,312.50	883,562.50	11,627,187.50
BANCROFT SCHOOL	ART 1, 2013	3/6/14	3.069%	191,400.00	180,150.00	174,150.00	168,150.00	162,150.00	2,146,500.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	2.816%	7,562.50	7,362.50	7,162.50	6,962.50	6,762.50	94,562.50
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.789%	59,687.50	58,087.50	56,487.50	54,887.50	53,287.50	720,937.50
BANCROFT SCHOOL	ART 3, 2010	12/15/16	2.937%	76,860.00	72,405.00	73,950.00	72,450.00	70,700.00	1,050,790.00
TOTAL SCHOOL	017112-5741			3,042,272.50	2,795,567.50	2,707,706.25	2,313,287.50	2,232,212.50	28,928,533.80
<b>PUBLIC SAFETY</b>									
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2.570%	270,300.00	-	-	-	-	270,300.00
PUBLIC SAFETY CENTER REFI	ART 40, 2001	2/15/10	2.575%	10,600.00	10,200.00	-	-	-	20,800.00
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2.573%	243,600.00	229,500.00	-	-	-	473,100.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	3.773%	5,696.88	5,500.00	5,300.00	5,100.00	-	21,596.88
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	3.929%	28,979.68	28,156.26	27,306.26	26,429.68	25,526.56	220,707.82
TOTAL PUBLIC SAFETY CENTER	017112-5746			559,176.56	273,356.26	32,606.26	31,529.68	25,526.56	1,006,504.70
TOTAL EXEMPT				3,601,449.06	3,068,923.76	2,740,312.51	2,344,817.18	2,257,739.06	29,935,038.50
<b>PUBLIC SERVICE ENTERPRISES</b>									
<b>WATER DEBT</b>									
WATER TREATMENT PLANT	ART 42, 2002	12/22/11	1.768%	49,230.00	47,880.00	46,473.75	43,483.75	-	187,067.50
WATER SYSTEM	ART 20, 2003	12/15/11	1.778%	109,007.50	101,107.50	98,138.75	93,035.00	-	401,288.75
WATER MAINS REFINANCED	ART 43, 2002	12/19/12	3.986%	28,876.00	27,876.00	21,976.00	21,176.00	19,788.00	119,692.00
WATER SYSTEM	ART 20, 2008	10/15/06	3.883%	62,825.00	60,912.50	58,975.00	57,000.00	55,000.00	398,712.50
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	283,575.84	283,576.17	283,575.87	283,575.89	283,576.13	1,985,032.03
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	38,370.23	38,370.23	38,371.01	38,370.31	38,370.86	345,334.72
WATER SYSTEM	ART 20, 2003	12/1/07	3.918%	96,515.63	93,562.50	85,662.50	82,862.50	80,062.50	661,659.38
WATER SYSTEM	ART 34, 2005	12/1/07	3.926%	65,156.25	63,187.50	61,187.50	59,187.50	57,187.50	465,187.50
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	2.436%	18,525.00	18,075.00	12,662.50	12,437.50	12,200.00	151,425.00
WTP GRANULAR CARBON	ART 33, 2010	12/22/11	1.545%	42,000.00	40,800.00	-	-	-	82,800.00
WATER TREATMENT PLANT	ART 33, 2010	2/24/11	2.624%	31,200.00	-	-	-	-	31,200.00
WATER MAINS	ART 31, 2010	12/19/12	2.458%	36,187.50	35,187.50	34,187.50	33,187.50	32,187.50	396,718.76
WATER TREATMENT PLANT PUMP	ART 44, 2011	12/19/12	1.451%	10,800.00	10,400.00	-	-	-	21,200.00
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	3.078%	38,781.26	37,531.26	36,281.26	35,031.26	33,781.26	446,093.84
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	3.062%	113,837.50	105,087.50	101,587.50	98,087.50	94,587.50	1,254,312.50
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	2.065%	60,000.00	57,500.00	55,000.00	52,500.00	-	225,000.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	3.078%	77,562.50	75,062.50	72,562.50	70,062.50	67,562.50	892,187.50
GAC REPLACEMENT	ART 33, 2010	3/6/14	2.027%	12,000.00	11,500.00	11,000.00	10,500.00	-	45,000.00
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012	6/19/15	2.043%	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	280,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	2.043%	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	280,000.00
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016	6/19/15	2.043%	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	280,000.00
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014	6/19/15	2.043%	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	280,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	2.022%	41,600.00	40,200.00	38,800.00	32,400.00	31,200.00	184,200.00
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	2.200%	170,584.00	166,187.00	162,190.00	153,065.00	148,340.00	1,076,926.00
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	2.560%	131,100.00	127,950.00	124,800.00	120,300.00	110,925.00	1,380,075.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	2.570%	44,250.00	43,200.00	42,150.00	40,650.00	39,150.00	479,400.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	2.520%	28,750.00	28,050.00	27,350.00	26,350.00	25,350.00	286,725.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	2.570%	44,250.00	43,200.00	42,150.00	40,650.00	39,150.00	479,400.00
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	2.530%	12,500.00	7,200.00	7,025.00	6,775.00	6,525.00	85,025.00
WATER MAIN REPLACEMENT	ART 41, 2016	11/15/18	3.480%	45,875.00	44,625.00	43,375.00	42,125.00	40,875.00	668,000.00
WATER MAIN REPLACEMENT	ART 27, 2017	11/15/18	3.480%	137,625.00	133,875.00	130,125.00	126,375.00	122,625.00	2,004,000.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	11/15/18	3.100%	23,475.00	22,725.00	21,975.00	21,225.00	20,475.00	239,325.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	11/15/18	3.150%	13,550.00	13,050.00	12,550.00	12,050.00	11,550.00	102,600.00
WTP HEATING SYSTEM	ART 38, 2017	11/15/18	3.100%	14,050.00	13,550.00	13,050.00	12,550.00	12,050.00	114,100.00
WATER MAIN REPLACEMENT	ART 41, 2016	12/18/19	2.320%	49,094.54	41,781.26	40,531.26	39,281.26	38,031.26	
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	2.320%	60,813.75	50,000.00	48,500.00	47,000.00	45,500.00	
WATER MAIN REPLACEMENT		12/18/19	2.320%	294,567.19	250,687.50	243,187.50	235,687.50	228,187.50	
WATER MAIN REPLACEMENT		12/18/19	2.320%	196,378.13	167,125.00	162,125.00	157,125.00	152,125.00	
TOTAL WATER	017102-5742			2,722,912.82	2,533,021.92	2,396,650.40	2,315,480.97	2,045,112.51	24,401,026.11

# DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS										
DETAIL DEBT SCHEDULE BY FISCAL YEAR										
As of July 1, 2020										
PRINCIPAL & INTEREST										
ISSUE	ARTICLE	LOAN DATE	RATE	2021	2022	2023	2024	2025	TOTAL ALL YEARS	
<b>SEWER DEBT</b>										
SEWER SO MAIN ST (Betterment) REFI	ART 41, 1999	2/15/10	2.577%	254,400.00	244,800.00	-	-	-	499,200.00	
SEWER FOREST HILLS (Betterment) REFI	ART 13, 2000	2/15/10	2.572%	174,700.00	163,200.00	-	-	-	337,900.00	
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1.645%	203,350.00	192,750.00	182,025.00	-	-	578,125.00	
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/01	1.639%	48,262.50	46,912.50	45,506.25	-	-	140,681.25	
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1.780%	158,662.50	154,312.50	149,781.25	141,575.00	-	604,331.25	
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/11	1.834%	223,825.00	212,775.00	201,581.25	197,193.75	-	835,375.00	
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/19/12	1.706%	111,514.00	107,714.00	103,914.00	95,214.00	87,057.00	505,413.00	
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	10/15/06	3.929%	62,825.00	60,912.50	58,975.00	57,000.00	55,000.00	398,712.50	
SEWER SO MAIN ST (Betterment)	ART 41, 1999	10/15/06	3.939%	251,300.00	243,650.00	235,900.00	228,000.00	220,000.00	1,594,850.00	
SEWER SO MAIN ST (Betterment)	ART 35, 2004	12/1/07	3.923%	78,187.50	75,825.00	73,425.00	71,025.00	68,625.00	558,225.00	
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/1/07	3.919%	290,959.34	282,099.98	258,399.98	259,799.98	255,899.98	2,025,315.47	
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	12/1/07	3.926%	32,578.13	31,593.76	30,593.76	29,593.76	28,593.76	232,593.81	
SEWER	Art 33, 2006	3/15/09	3.881%	20,718.76	20,137.50	19,537.50	18,918.76	18,281.26	164,156.30	
SEWER SHAWSHOEN OUTFALL	Art 33, 2007	3/15/09	3.958%	103,593.76	100,687.50	97,687.50	94,593.76	91,406.26	820,781.30	
SEWER - DASCUMB ROAD (Betterment)	Art 36, 2007	3/15/09	3.958%	13,812.50	13,425.00	13,025.00	12,612.50	12,187.50	109,437.50	
SEWER KIRKLAND ROAD (Betterment)	Art 41, 2007	3/15/09	3.847%	13,812.50	13,425.00	13,025.00	12,612.50	12,187.50	109,437.50	
SEWER SAWSHOEN PUMP STATION	Art 64, 2007	3/15/09	3.958%	13,812.50	13,425.00	13,025.00	12,612.50	12,187.50	109,437.50	
SEWER SHAWSHOEN OUTFALL	Art 33, 2008	2/24/11	3.670%	21,731.26	21,131.26	20,531.26	19,931.26	19,331.26	205,950.10	
SEWER	ART 46, 2010	12/22/11	2.501%	13,275.00	12,975.00	12,675.00	12,375.00	12,000.00	141,075.00	
SEWER MAINS	Art 51, 2001	2/24/11	3.670%	14,487.50	14,087.50	13,687.50	13,287.50	12,887.50	137,300.00	
SHAWSHOEN PUMPING STATION	ART 64, 2007	12/19/12	2.458%	14,475.00	14,075.00	13,675.00	13,275.00	12,875.00	158,687.50	
REPAIR SANITARY SEWER	ART 33, 2006	12/19/12	2.277%	12,837.50	12,437.50	12,037.50	6,637.50	6,437.50	95,543.76	
SEWER MAIN CONSTRUCTION	ART 51, 2008	12/19/12	2.458%	21,712.50	21,112.50	20,512.50	19,912.50	19,312.50	238,031.26	
SEWER MAIN CONSTRUCTION	ART 32, 2010	12/19/12	2.458%	36,187.50	35,187.50	34,187.50	33,187.50	32,187.50	396,718.76	
SEWER INFRASTRUCTURE VEHICLE	ART 37, 2012	12/19/12	1.337%	31,200.00	-	-	-	-	31,200.00	
TOTAL SEWER	017102-5743			2,222,220.25	2,108,651.50	1,623,695.25	1,349,420.27	976,657.02	11,028,478.76	
TOTAL ENTERPRISE				4,945,133.07	4,641,673.42	4,020,345.65	3,664,901.24	3,021,769.53	35,429,504.87	
<b>GENERAL FUND NON-EXEMPT</b>										
<b>SCHOOL DEBT</b>										
COLLINS CTR HVAC	ART 29, 2004	12/19/12	1.115%	-	-	-	-	-	-	
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12	1.829%	60,200.00	58,200.00	51,300.00	49,500.00	47,700.00	312,800.00	
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	3.922%	12,165.00	11,782.50	11,395.00	11,000.00	10,600.00	67,142.50	
SCHOOL HVAC	ART 46, 2006	12/1/07	3.802%	15,391.25	14,840.00	14,280.00	-	-	44,511.25	
WEST EL - ASBESTOS	ART 12, 2002	12/1/07	3.687%	5,496.88	5,300.00	5,100.00	-	-	15,896.88	
SCHOOL RENOVATIONS	ART 17, 2006	12/1/07	3.714%	16,490.63	15,900.00	15,300.00	-	-	47,690.63	
SCHOOL RENOVATIONS	ART 11, 2005	12/1/07	3.712%	32,981.25	31,800.00	30,600.00	-	-	95,381.25	
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	3.902%	60,187.50	58,443.76	56,643.76	54,787.50	52,875.00	429,750.04	
SCHOOL ROOF	ART 17, 2007	3/15/09	3.901%	106,125.00	103,025.00	99,825.00	96,525.00	93,125.00	737,000.00	
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	3.887%	33,000.00	32,031.26	31,031.26	30,000.00	28,937.50	225,468.78	
SCHOOL ROOF	ART 15, 2007	2/15/10	3.242%	106,400.00	103,200.00	100,000.00	96,800.00	93,600.00	824,000.00	
SCHOOL REMODELING	ART 28, 2007	2/15/10	3.236%	20,100.00	19,500.00	18,900.00	18,300.00	17,700.00	159,300.00	
SCHOOL REPAIRS	ART 27, 2008	2/15/10	3.227%	67,000.00	65,000.00	63,000.00	61,000.00	59,000.00	531,000.00	
SCHOOL REMODELING	ART 28, 2007	2/24/11	3.567%	21,075.00	20,475.00	19,875.00	19,275.00	18,675.00	183,731.26	
SCHOOL REPAIRS	ART 27, 2008	2/24/11	3.558%	61,400.00	54,600.00	53,000.00	51,400.00	49,800.00	495,150.00	
SCHOOL REPAIRS	ART 56, 2009	2/24/11	3.583%	63,006.26	61,206.26	59,406.26	57,606.26	55,806.26	544,006.34	
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	3.583%	144,875.00	140,875.00	136,875.00	132,875.00	128,875.00	1,373,000.00	
SCHOOL REMODELING	ART 16, 2011	12/22/11	2.540%	59,737.50	58,387.50	56,981.25	55,968.75	54,900.00	634,837.55	
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	2.508%	45,187.50	44,137.50	43,043.75	37,312.50	36,600.00	438,856.25	
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	2.531%	33,187.50	32,437.50	31,656.25	31,093.75	30,500.00	352,687.55	
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	3.637%	48,662.50	42,262.50	41,062.50	39,862.50	38,662.50	417,100.00	
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	2.177%	85,150.00	82,550.00	79,950.00	77,350.00	74,750.00	608,400.00	
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	2.432%	36,187.50	35,187.50	34,187.50	33,187.50	32,187.50	396,718.76	
BANCROFT SCHOOL	ART 1, 2013	3/6/14	3.061%	69,806.26	67,556.26	65,306.26	63,056.26	60,806.26	802,968.84	
SCHOOL REPAIRS	ART 36, 2013	3/6/14	3.078%	69,806.26	67,556.26	65,306.26	63,056.26	60,806.26	802,968.84	
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	3.078%	186,150.00	180,150.00	174,150.00	168,150.00	162,150.00	2,141,250.00	
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	2.641%	115,700.00	111,450.00	107,200.00	102,950.00	93,700.00	875,400.00	
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	2.469%	135,000.00	131,000.00	127,000.00	123,000.00	119,000.00	1,180,000.00	
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.770%	22,200.00	21,600.00	21,000.00	20,400.00	19,800.00	261,862.50	
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	2.187%	54,425.00	53,075.00	51,725.00	50,375.00	49,000.00	334,050.00	
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	2.195%	60,350.00	58,850.00	57,350.00	55,850.00	54,350.00	365,800.00	
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	2.195%	60,350.00	58,850.00	57,350.00	55,850.00	54,350.00	365,800.00	
COLLINS CENTER FAÇADE	ART 29, 2016	12/15/17	2.830%	137,925.00	134,950.00	131,975.00	127,725.00	123,475.00	1,958,125.00	
HIGH PLAIN/WOODHILL AC UPGRADE	ART 45, 2017	12/15/17	2.200%	59,475.00	57,900.00	56,325.00	54,075.00	51,825.00	417,100.00	
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	2.200%	46,375.00	45,150.00	43,925.00	42,175.00	40,425.00	329,175.00	
COLLINS CENTER FAÇADE	ART 29, 2016	11/15/18	3.480%	27,525.00	26,775.00	26,025.00	25,275.00	24,525.00	400,800.00	
HIGH PLAIN/WOODHILL AC UPGRADE	ART 45, 2017	11/15/18	2.710%	41,500.00	40,000.00	38,500.00	37,000.00	30,625.00	297,625.00	
MAJOR SCHOOL PROJECTS	ART 47, 2017	11/15/18	2.720%	55,500.00	53,500.00	51,500.00	44,625.00	42,875.00	402,000.00	
MAJOR SCHOOL PROJECTS	ART 36, 2018	11/15/18	3.170%	80,450.00	77,950.00	75,450.00	72,950.00	70,450.00	876,900.00	
SCHOOL IMPROVEMNTS - SANBORN ELEMENTAI	ART 39, 2015	12/18/19	2.320%	58,761.25	47,825.00	46,075.00	39,450.00	37,950.00	397,461.25	
TOTAL SCHOOL	017102-5741			2,415,305.04	2,325,278.80	2,239,725.05	2,090,256.28	2,005,606.28	21,143,715.47	

# DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
As of July 1, 2020									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	RATE	2021	2022	2023	2024	2025	TOTAL ALL YEARS
<b>STREET</b>									
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	3.900%	12,165.00	11,782.50	11,395.00	11,000.00	10,600.00	67,142.50
STORM DRAINS	ART 50, 2008	3/15/09	3.958%	6,906.26	6,712.50	6,512.50	6,306.26	6,093.76	54,718.80
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	3.757%	7,025.00	6,825.00	6,625.00	6,425.00	6,225.00	61,243.76
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	3.757%	28,318.76	27,518.76	26,718.76	25,918.76	25,118.76	252,381.36
BRIDGE REPAIR	ART 24, 2011	12/22/11	2.552%	6,637.50	6,487.50	6,331.25	6,218.75	6,100.00	70,537.55
PARKING LOT	ART 25, 2011	12/22/11	2.072%	5,868.76	5,718.76	5,562.51	5,450.01	5,331.26	38,203.18
DRAINAGE	ART 33, 2011	12/22/11	2.552%	13,275.00	12,975.00	12,662.50	12,437.50	12,200.00	141,075.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	3.591%	20,887.50	20,287.50	19,687.50	19,087.50	18,487.50	177,900.00
BRIDGE REPAIR	ART 32, 2008	12/19/12	2.458%	14,475.00	14,075.00	13,675.00	13,275.00	12,875.00	158,687.50
STORM DRAINAGE	ART 33, 2011	12/19/12	2.458%	7,237.50	7,037.50	6,837.50	6,637.50	6,437.50	79,343.76
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	2.272%	92,587.50	89,787.50	86,987.50	79,187.50	76,587.50	725,118.76
SIDEWALK CONSTRUCTION	ART 20, 2014	6/19/15	1.420%	-	-	-	-	-	-
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	2.178%	36,171.00	34,778.50	34,386.00	33,986.00	32,436.00	218,911.50
SIDEWALK CONSTRUCTION - RIVER ST	ART 62, 2015	12/15/16	1.781%	41,713.00	37,656.50	-	-	-	79,369.50
ENMORE STREET RECONSTRUCTION	ART 29, 2017	11/15/18	2.730%	42,750.00	41,250.00	39,750.00	38,250.00	36,750.00	330,750.00
TOTAL STREET	017102-5744			336,017.78	322,892.52	277,131.02	263,679.78	255,242.28	2,455,383.17
<b>MUNICIPAL FACILITIES</b>									
TOWN HVAC	ART 46, 2006	12/1/07	3.669%	17,590.00	16,960.00	16,320.00	-	-	50,870.00
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	3.806%	18,768.76	18,187.50	12,587.50	12,175.00	11,750.00	106,093.76
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	3.927%	20,281.26	19,700.00	19,100.00	18,481.26	17,843.76	150,437.54
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	3.929%	5,114.06	4,968.76	4,818.76	4,664.06	4,504.68	38,948.44
TOWN BUILDINGS	ART 27, 2007	2/15/10	3.230%	26,800.00	26,000.00	25,200.00	24,400.00	23,600.00	212,400.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	3.566%	48,550.00	47,150.00	45,750.00	44,350.00	42,950.00	408,062.50
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	2.338%	12,112.50	11,812.50	11,500.00	11,275.00	6,100.00	91,562.55
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	2.552%	33,187.50	32,437.50	31,656.25	31,093.75	30,500.00	352,687.55
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	2.552%	6,637.50	6,487.50	6,331.25	6,218.75	6,100.00	70,537.55
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	2.658%	23,475.00	22,875.00	22,250.00	21,800.00	21,325.00	152,812.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	2.947%	6,000.00	5,800.00	5,600.00	5,400.00	5,200.00	28,000.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	2.075%	18,700.00	18,100.00	17,500.00	17,000.00	11,500.00	109,800.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	2.035%	18,800.00	18,200.00	17,600.00	17,000.00	16,400.00	109,200.00
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	2.161%	32,750.00	31,750.00	30,750.00	29,750.00	28,750.00	234,000.00
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	1.999%	12,150.00	11,750.00	11,350.00	9,500.00	5,750.00	63,000.00
FIRE COMMUNICATIONS	ART 31, 2012	12/19/12	1.439%	21,600.00	20,800.00	-	-	-	42,400.00
TECHNOLOGY HARDWARE	ART 22, 2012	12/19/12	1.458%	189,000.00	182,000.00	-	-	-	371,000.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	3.078%	155,125.00	150,125.00	145,125.00	140,125.00	135,125.00	1,784,375.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	2.657%	27,425.00	26,425.00	25,425.00	24,425.00	23,425.00	213,225.00
TECHNOLOGY INFRASTRUCTURE	ART 22, 2012	6/19/15	1.441%	-	-	-	-	-	-
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	2.005%	29,400.00	28,400.00	22,400.00	21,600.00	20,800.00	122,600.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	2.032%	54,000.00	52,200.00	50,400.00	48,600.00	46,800.00	252,000.00
DPW VEHICLES	ART 45, 2014	6/19/15	1.432%	-	-	-	-	-	-
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	6/19/15	2.043%	18,000.00	17,400.00	16,800.00	16,200.00	15,600.00	84,000.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	2.188%	48,504.00	47,304.00	46,104.00	44,904.00	43,504.00	300,576.00
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	2.644%	109,200.00	105,226.00	104,450.00	97,125.00	94,500.00	1,096,628.00
PUBLIC WORKS VEHICLES	ART 26, 2016	12/15/16	1.780%	72,946.00	64,148.00	-	-	-	137,094.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	2.182%	42,195.00	41,145.00	40,095.00	39,045.00	32,920.00	255,680.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	12/15/17	2.190%	44,725.00	38,550.00	37,500.00	36,000.00	34,500.00	281,150.00
MEMORIAL PLAYSTEAD PLAYGROUND	ART 57, 2016	12/15/17	2.190%	13,100.00	12,750.00	12,400.00	11,900.00	11,400.00	87,925.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	3.210%	472,900.00	476,500.00	474,725.00	474,725.00	474,225.00	13,278,692.00
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	2.190%	39,100.00	38,050.00	37,000.00	35,500.00	34,000.00	263,025.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	2.190%	38,250.00	32,250.00	31,375.00	30,125.00	28,875.00	240,250.00
SAFETY & COMMUNICATIONS UPGRADE PHASE I	ART 46, 2017	11/15/18	2.610%	47,375.00	45,625.00	43,875.00	42,125.00	40,375.00	316,125.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	11/15/18	3.860%	299,000.00	299,375.00	299,500.00	299,375.00	299,000.00	8,395,475.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	11/15/18	3.870%	175,050.00	177,425.00	174,675.00	176,800.00	178,675.00	5,111,700.00
TOWN BUILDING PROJECTS	ART 34, 2018	11/15/18	3.170%	87,625.00	84,875.00	82,125.00	79,375.00	77,625.00	943,000.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	11/15/18	2.700%	27,000.00	26,000.00	25,000.00	19,125.00	18,375.00	181,500.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	11/15/18	3.370%	24,325.00	23,575.00	22,825.00	22,075.00	21,325.00	284,300.00
PUBLIC WORKS SIDEWALK PLOW & DUMP TRUCK	ART 41, 2017	11/15/18	2.590%	13,000.00	12,500.00	12,000.00	11,500.00	11,000.00	76,125.00
PUBLIC WORKS VEHICLES	ART 41, 2017	11/15/18	2.650%	21,125.00	20,375.00	19,625.00	18,875.00	18,125.00	158,250.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/18/19	2.320%	26,605.00	25,900.00	25,400.00	24,900.00	24,400.00	757,073.76
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	2.320%	22,442.50	19,775.00	19,025.00	18,275.00	12,650.00	147,967.50
PUBLIC WORKS VEHICLES	ART 44, 2017	12/18/19	2.320%	71,170.00	62,225.00	59,975.00	57,725.00	50,600.00	524,895.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONSTRUCTION	ART 28/18/19	2.320%	100,783.13	103,275.00	101,275.00	104,150.00	101,900.00	3,058,301.89	
SENIOR CENTER RENOVATION AT PUNCHARD	ART 28/18/19	2.320%	53,019.54	51,656.26	50,656.26	49,656.26	53,531.26	1,529,104.07	
TOWN & SCHOOL ENERGY INITIATIVES	ART 28/18/19	2.320%	32,485.00	28,300.00	27,300.00	26,300.00	25,300.00	251,285.00	
TOTAL MUNICIPAL FACILITIES	017102-5745			2,677,393.75	2,606,333.02	2,285,369.02	2,214,988.08	2,154,953.70	42,724,134.61
<b>PUBLIC SAFETY</b>									
FIRE TRUCK REFINANCED	ART 31, 2004	12/19/12	1.104%	-	-	-	-	-	-
FIRE TRUCK	ART 37, 2006	12/1/07	3.680%	31,781.25	30,600.00	-	-	-	62,381.25
FIRE TRUCK	ART 27, 2016	12/15/17	1.810%	57,375.00	-	-	-	-	107,875.00
FIRE APPARATUS REPLACEMENT AMBULANCE	ART 42, 2017	11/15/18	2.630%	41,250.00	39,750.00	38,250.00	36,750.00	35,250.00	288,000.00
FIRE LADDER TRUCK	ART 33, 2018	11/15/18	3.480%	100,925.00	98,175.00	95,425.00	92,675.00	89,925.00	1,469,600.00
FIRE APPARATUS REPLACEMENT	ART 42, 2017	12/18/19	2.320%	88,077.50	75,625.00	67,500.00	64,500.00	61,500.00	1,469,600.00
TOTAL PUBLIC SAFETY	017102-5746			319,408.75	294,650.00	201,175.00	193,925.00	186,675.00	2,285,058.75
<b>LAND ACQUISITION</b>									
LAND ACQUISITION REFINANCE	ART 23, 2002	12/19/12	1.698%	53,040.00	51,240.00	49,440.00	47,640.00	44,370.00	245,730.00
LAND ACQUISITION REFINANCE	ART 32, 2000	12/19/12	1.631%	80,470.00	77,670.00	74,870.00	72,070.00	71,085.00	322,165.00
LAND ACQUISITION	ART 12, 2001	10/15/06	3.918%	66,907.50	64,803.75	62,672.50	60,500.00	58,300.00	369,283.75
16 PEARSON ST	ART 3A, 2007	12/1/07	3.694%	30,734.38	29,750.00	28,750.00	22,850.00	22,050.00	175,784.38
18 PEARSON ST	ART 4A, 2007	12/1/07	3.890%	25,237.50	24,450.00	23,650.00	22,850.00	22,050.00	159,887.50
37 PEARSON ST	ART 5A, 2007	12/1/07	3.880%	31,546.88	30,562.50	29,562.50	28,562.50	27,562.50	199,859.39
15 BLANCHARD ST	ART 51, 2007	12/1/07	3.926%	136,828.13	132,693.76	128,493.76	124,293.76	120,093.76	976,893.81
LAND ACQUISITION	ART 12, 2001	2/24/11	3.578%	7,025.00	6,825.00	6,625.00	6,425.00	6,225.00	61,243.76
LAND ACQUISITION FOSTERS POND	ART 55, 2010	2/24/11	3.618%	14,487.50	14,087.50	13,687.50	13,287.50	12,887.50	137,300.00
LAND ACQUISITION BLANCHARD ST	ART B1, 2011	2/24/11	3.621%	21,293.76	20,693.76	20,093.76	19,493.76	18,893.76	191,356.34
LAND ACQUISITION CHANDLER RD	ART 33, 2013	3/6/14	3.046%	61,150.00	59,150.00	57,150.00	55,150.00	53,150.00	677,837.50
TOTAL LAND ACQUISITION	017102-5747			528					

# GENERAL INSURANCE

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## General Insurance

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

GENERAL INSURANCE		FY2018	FY2019	FY2020	FY2021	FY2021	
INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR	
019452	GENERAL INSURANCE						
	5202	COMPREHENSIVE INS	\$376,036	\$489,108	\$578,150	\$635,965	\$635,965
	5711	WORKER'S COMP	\$511,273	\$775,496	\$486,323	\$734,956	\$734,956
	5975	TRANSFER TO TRUST	\$14,096	\$105,841	\$0	\$0	\$0
	SUBTOTAL		\$901,405	\$1,370,445	\$1,064,473	\$1,370,921	\$1,370,921
	<b>TOTAL GENERAL INSURANCE</b>		<b>\$901,405</b>	<b>\$1,370,445</b>	<b>\$1,064,473</b>	<b>\$1,370,921</b>	<b>\$1,370,921</b>

# UNEMPLOYMENT COMPENSATION FUND

## Unemployment Compensation Fund

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

	<b>Beginning Balance</b>	<b>Appropriations</b>	<b>Earnings</b>	<b>Expenditures</b>	<b>Closing Balance</b>
Fiscal 2019	\$357,190	\$160,000	\$4,084	\$146,711	\$374,563
Fiscal 2018	\$286,342	\$160,000	\$3,145	\$92,297	\$357,190
Fiscal 2017	\$275,494	\$160,000	\$1,532	\$150,684	\$286,342
Fiscal 2016	\$265,422	\$158,000	\$758	\$148,686	\$275,494
Fiscal 2015	\$59,446	\$395,000	\$262	\$189,286	\$265,422
Fiscal 2014	\$15,112	\$200,000	\$148	\$155,814	\$59,446
Fiscal 2013	\$42,765	\$121,000	\$109	\$148,762	\$15,112
Fiscal 2012	\$160,407	\$100,000	\$267	\$217,909	\$42,765
Fiscal 2011	\$89,596	\$204,619	\$322	\$134,130	\$160,407
Fiscal 2010	\$225,077	\$150,000	\$929	\$286,410	\$89,596

UNEMPLOYMENT COMPENSATION		FY2018	FY2019	FY2020	FY2021	FY2021
UNEMPLOYMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019132	UNEMPLOYMENT COMPENSATION					
	5712 UNEMPLOYMENT COMP	<u>\$160,000</u>	<u>\$160,000</u>	<u>\$160,000</u>	<u>\$160,000</u>	<u>\$160,000</u>
	SUBTOTAL	<u>\$160,000</u>	<u>\$160,000</u>	<u>\$160,000</u>	<u>\$160,000</u>	<u>\$160,000</u>
	<b>TOTAL UNEMPLOYMENT COMP</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$160,000</b>

# HEALTH INSURANCE

## Health Insurance Fund

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

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

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

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

HEALTH INSURANCE		FY2018	FY2019	FY2020	FY2021	FY2021
HEALTH INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019142	HEALTH INSURANCE EXPENSES					
	5206 HEALTH INSURANCE	\$19,257,000	\$20,662,075	\$21,340,842	\$22,440,136	\$22,338,257
	SUBTOTAL	\$19,257,000	\$20,662,075	\$21,340,842	\$22,440,136	\$22,338,257
	<b>TOTAL HEALTH INSURANCE</b>	<b>\$19,257,000</b>	<b>\$20,662,075</b>	<b>\$21,340,842</b>	<b>\$22,440,136</b>	<b>\$22,338,257</b>

	BUDGET HEALTH INSURANCE	BUDGET RETIRED TEACHERS	TOTAL
FY2021 – TM Rec.	22,338,257		22,338,257
FY2020	21,340,842		21,340,842
FY2019	20,662,075		20,662,075
FY2018	19,257,000		19,257,000
FY2017	17,905,037		17,905,037
FY2016	17,052,416		17,052,416
FY2015	15,670,957	* 214,134	15,885,091
FY2014	14,000,000	2,235,835	16,235,835
FY2013	13,790,500	1,954,609	15,745,109
FY2012	14,355,000	1,914,379	16,269,379
FY2011	13,362,241	2,316,876	15,679,117

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

# OTHER POST EMPLOYMENT BENEFITS (OPEB)

## Other Post Employment Benefits (OPEB)

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

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

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

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

In April 2015 the Andover Select Board established an OPEB Committee to study and report on the complex issue of OPEB and to make recommendations relative to managing the liability. The Committee issued its report dated March 31, 2016. As a result of this report, in April, 2016 the Andover Select Board voted to systematically increase the premium contribution split for health insurance for retirees under the age of 65 to 50% by FY2020 and appropriate the savings to the OPEB trust Fund. Based on this action it is projected that the Town will fully fund its OPEB liability by FY2047.

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

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

OPEB		FY2018	FY2019	FY2020	FY2021	FY2021
OTHER POST EMPLOYMENT BENEFITS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019152	OPEB					
	5950	FIXED COSTS	<u>\$1,264,338</u>	<u>\$1,416,888</u>	<u>\$1,569,559</u>	<u>\$1,631,003</u>
		SUBTOTAL	<u>\$1,264,338</u>	<u>\$1,416,888</u>	<u>\$1,569,559</u>	<u>\$1,631,003</u>
		<b>TOTAL OPEB</b>	<b>\$1,264,338</b>	<b>\$1,416,888</b>	<b>\$1,569,559</b>	<b>\$1,631,003</b>

# RETIREMENT FUND

## Retirement Fund

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

### Funding Schedule

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

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

RETIREMENT		FY2018	FY2019	FY2020	FY2021	FY2021
RETIREMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019112	RETIREMENT EXPENSES					
	5721 PENSION CONTRIBUTORY	\$9,428,488	\$10,371,338	\$11,410,355	\$13,610,301	\$13,610,301
	SUBTOTAL	\$9,428,488	\$10,371,338	\$11,410,355	\$13,610,301	\$13,610,301
	TOTAL RETIREMENT	\$9,428,488	\$10,371,338	\$11,410,355	\$13,610,301	\$13,610,301

# COMPENSATION FUND / RESERVE FUND

## Compensation Fund

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

COMPENSATION FUND		FY2018	FY2019	FY2020	FY2021	FY2021
COMPENSATION FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011301	COMPENSATION FUND SALARIES					
	5199 COMPENSATION PLAN	\$0	\$0	\$41,266	\$174,718	\$174,718
	SUBTOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$41,266</u>	<u>\$174,718</u>	<u>\$174,718</u>
	<b>TOTAL COMPENSATION FUND</b>	<b>\$0</b>	<b>\$0</b>	<b>\$41,266</b>	<b>\$174,718</b>	<b>\$174,718</b>

## Reserve Fund

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

RESERVE FUND		FY2018	FY2019	FY2020	FY2021	FY2021
RESERVE FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011322	RESERVE FUND EXPENSES					
	5700 UNCLASSIFIED EXP	\$0	\$0	\$200,000	\$200,000	\$200,000
	SUBTOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>
	<b>TOTAL RESERVE FUND</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>

# SECTION 6



# REVENUE & EXPENDITURE PROJECTIONS

# REVENUE & EXPENDITURE PROJECTIONS

## TOWN OF ANDOVER LONG RANGE FINANCIAL PROJECTION FY2021 - FY2025

	FY 2020	Dollar Change	Percent Change	FY 2021	Dollar Change	Percent Change	FY 2022	Dollar Change	Percent Change	FY 2023	Dollar Change	Percent Change	FY 2024	Dollar Change	Percent Change	FY 2025	Dollar Change	Percent Change
<b>I. REVENUE</b>																		
A. Property Taxes																		
Frior Year Levy	142,600,950	6,183,869	4.33%	150,531,621	7,930,671	5.56%	156,226,333	5,694,712	3.76%	162,063,413	5,837,080	3.74%	168,046,420	5,983,007	3.69%	174,179,002	6,120,582	3.65%
2.1% Increase	3,985,024	154,594	4.33%	3,763,291	196,207	5.95%	3,905,666	142,368	3.78%	4,051,585	145,927	3.74%	4,201,161	149,575	3.69%	4,354,475	153,315	3.65%
New Growth	4,365,647	1,562,716	57.44%	(2,434,225)	(53,760)	-53.76%	1,931,422	(1,931,422)	0.00%	1,931,422	(1,931,422)	0.00%	1,931,422	(1,931,422)	0.00%	1,931,422	(1,931,422)	0.00%
Unused Excess Levy Capacity	(2,102,735)	(1,568,170)	138.43%	(300,000)	2,462,735	-88.90%	(300,000)	(300,000)	0.00%	(300,000)	(300,000)	0.00%	(300,000)	(300,000)	0.00%	(300,000)	(300,000)	0.00%
Exempt Debt Service	3,782,989	(119,907)	-3.07%	3,530,110	(252,879)	-6.69%	3,003,961	(526,149)	-14.90%	2,681,726	(322,235)	-10.73%	2,292,699	(389,117)	-14.51%	2,211,907	(80,702)	-3.52%
<b>Total Property Taxes</b>	<b>151,611,875</b>	<b>6,241,594</b>	<b>4.23%</b>	<b>159,456,443</b>	<b>7,844,568</b>	<b>5.17%</b>	<b>164,767,374</b>	<b>5,310,931</b>	<b>3.33%</b>	<b>170,428,146</b>	<b>5,660,712</b>	<b>3.44%</b>	<b>176,171,611</b>	<b>5,743,465</b>	<b>3.37%</b>	<b>182,376,806</b>	<b>6,205,195</b>	<b>3.52%</b>
B. State Aid	13,975,879	1,145,425	8.93%	14,211,831	235,952	1.69%	14,488,336	276,505	1.95%	14,769,673	281,337	1.94%	15,056,637	286,964	1.94%	15,349,340	292,703	1.94%
C. Local Receipts	13,086,138	836,096	6.83%	13,497,890	411,752	3.15%	13,508,365	10,375	0.08%	13,518,889	10,634	0.08%	13,529,800	10,900	0.08%	13,540,972	11,173	0.08%
D. Free Cash for CIP & Articles	2,610,000	(2,104,000)	0.00%	3,560,000	950,000	0.00%	-	(3,560,000)	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
E. Other Revenues - Indirects, Cable, Bond Prem	2,151,642	83,554	4.04%	2,162,092	10,450	0.49%	2,154,316	(7,777)	-0.36%	2,099,532	(60,783)	-2.82%	2,156,920	(4,250,352)	203.02%	2,222,258	(4,379,078)	203.03%
<b>TOTAL REVENUES</b>	<b>183,435,534</b>	<b>6,202,669</b>	<b>3.50%</b>	<b>192,888,256</b>	<b>9,452,722</b>	<b>5.15%</b>	<b>194,918,930</b>	<b>2,030,034</b>	<b>1.05%</b>	<b>200,810,251</b>	<b>5,897,960</b>	<b>3.02%</b>	<b>206,914,868</b>	<b>6,350,977</b>	<b>2.66%</b>	<b>213,489,376</b>	<b>6,129,993</b>	<b>1.03%</b>
<b>II. APPROPRIATIONS - Debt/Obligations/Capital</b>																		
A. Capital & Debt Service																		
Non-Exempt Debt Service	6,705,875	566,196	9.22%	7,224,376	518,507	7.73%	8,468,233	1,243,857	17.22%	9,089,085	620,852	7.33%	9,814,298	725,213	7.98%	10,831,958	1,017,660	10.37%
Exempt Debt Service	3,659,110	(121,900)	-3.09%	3,601,449	(327,661)	-6.69%	3,068,924	(532,525)	-14.70%	2,740,312	(328,612)	-10.71%	2,344,818	(395,494)	-14.43%	2,257,739	(87,079)	-3.71%
Cash Capital Outlay	3,863,698	698,621	21.40%	4,311,108	347,410	8.79%	3,290,000	(1,021,108)	-23.69%	2,925,000	(2,925,000)	-11.09%	2,600,000	(325,000)	-11.11%	2,225,000	(375,000)	-14.42%
<b>Total General Fund Capital</b>	<b>14,228,683</b>	<b>1,142,917</b>	<b>8.54%</b>	<b>15,136,933</b>	<b>688,256</b>	<b>4.19%</b>	<b>14,827,157</b>	<b>(308,776)</b>	<b>-2.08%</b>	<b>14,754,397</b>	<b>(72,760)</b>	<b>-0.49%</b>	<b>14,759,116</b>	<b>4,779</b>	<b>0.03%</b>	<b>15,314,697</b>	<b>565,581</b>	<b>3.76%</b>
B. Obligations - Fixed Costs																		
Retirement	11,410,355	1,039,018	10.02%	13,610,301	2,199,946	19.28%	13,007,944	(602,357)	-4.43%	13,694,754	686,810	5.28%	14,680,776	986,022	7.20%	15,737,792	1,057,016	7.20%
Insurance/Workers Comp	1,064,473	96,770	10.00%	1,370,921	306,447	28.79%	1,508,013	137,092	10.00%	1,658,814	150,801	10.00%	1,824,685	165,861	10.00%	2,007,165	182,470	10.00%
Unemployment Compensation	160,000	-	0.00%	160,000	-	0.00%	160,000	-	0.00%	160,000	-	0.00%	160,000	-	0.00%	160,000	-	0.00%
Health Insurance	22,829,144	1,036,449	4.80%	23,885,014	1,255,870	5.55%	25,795,815	1,910,801	8.00%	27,859,480	2,063,665	8.00%	30,086,238	2,228,758	8.00%	32,495,297	2,407,059	8.00%
Less: Retiree Savings To OPEB	(906,194)	-	0.00%	(951,054)	-	0.00%	(999,079)	-	0.00%	(1,039,042)	-	0.00%	(1,080,604)	-	0.00%	(1,123,828)	-	0.00%
Less: New Employee Contribution Split	(382,108)	-	0.00%	(595,703)	-	0.00%	(942,106)	-	0.00%	(1,391,044)	-	0.00%	(2,148,865)	-	0.00%	(3,447,242)	-	0.00%
Total Health Insurance	21,340,842	678,767	3.29%	22,338,257	997,415	4.67%	23,854,638	1,516,533	6.79%	25,424,384	1,574,764	6.60%	27,686,770	2,159,376	8.49%	29,924,227	2,335,458	8.47%
OPEB	1,569,559	16,180	2.50%	679,949	16,594	2.50%	696,947	16,999	2.50%	714,371	17,424	2.50%	732,230	17,859	2.50%	750,536	18,306	2.50%
OPEB Original	906,194	136,491	17.73%	951,054	44,860	4.95%	999,079	43,823	5.05%	1,039,042	39,963	4.00%	1,080,604	41,562	4.00%	1,123,828	43,224	4.00%
OPEB Additional Retiree Savings	50,073,912	(118,609)	-14.17%	54,247,414	4,821,122	9.63%	55,053,770	3,026,633	5.58%	57,450,772	4,533,427	8.23%	60,826,191	5,599,459	9.75%	65,018,245	6,943,532	9.94%
State Assessments	718,202	(118,609)	-14.17%	717,249	(953)	-0.13%	735,180	17,931	2.50%	753,560	18,380	2.50%	772,389	18,839	2.50%	791,709	19,310	2.50%
Office Aid - Assistance to Libraries	46,721	247,000	0.53%	46,696	(25)	-0.05%	46,696	-	0.00%	46,696	-	0.00%	46,696	-	0.00%	46,696	-	0.00%
Technical School Assessment	647,149	18,849	3.00%	695,000	47,851	7.30%	715,650	20,650	3.00%	737,326	21,476	3.00%	759,445	22,120	3.00%	782,229	22,783	3.00%
OPEB Reserve	1,269,196	438,789	52.84%	1,269,196	(569,196)	-44.85%	900,000	200,000	28.57%	900,000	900,000	100.00%	900,000	900,000	100.00%	900,000	900,000	100.00%
Warrant Articles - From Taxation	33,000	(84,000)	-71.79%	31,000	(2,000)	-6.08%	33,000	2,000	6.45%	33,000	-	0.00%	33,000	-	0.00%	33,000	-	0.00%
Warrant Articles - From Free Cash	2,610,000	(2,104,000)	0.00%	3,560,000	950,000	0.00%	(3,560,000)	(3,560,000)	0.00%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%
Other - Court Judgements & Deficits	0	-	0.00%	147,103	147,103	100.00%	150,000	2,897,000	1.97%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%
<b>Total Debt/Obligations/Capital</b>	<b>55,398,180</b>	<b>1,267,419</b>	<b>2.33%</b>	<b>60,144,462</b>	<b>5,383,902</b>	<b>9.74%</b>	<b>57,634,496</b>	<b>(289,389)</b>	<b>-0.48%</b>	<b>60,071,353</b>	<b>4,573,282</b>	<b>7.93%</b>	<b>63,487,731</b>	<b>5,640,417</b>	<b>9.36%</b>	<b>67,721,879</b>	<b>6,085,625</b>	<b>9.59%</b>
<b>III. APPROPRIATIONS - Town &amp; School Operations</b>																		
Town	42,107,545	1,522,100	3.75%	43,497,094	1,389,549	3.30%	44,693,264	1,196,170	2.75%	46,922,329	1,229,065	2.75%	47,185,193	1,262,864	2.75%	48,482,785	1,297,593	2.75%
School	85,854,808	3,344,150	4.05%	89,168,805	3,313,998	3.86%	92,512,635	3,343,830	3.75%	95,981,179	3,469,224	3.75%	99,581,179	3,599,320	3.75%	103,315,473	3,734,294	3.75%
GF Kindergarten Fee Offset/Personal Services (1)	75,000	-	0.00%	77,895	2,895	3.87%	77,895	-	0.00%	77,895	-	0.00%	77,895	-	0.00%	77,895	-	0.00%
<b>Total Appropriations for Operations</b>	<b>128,037,352</b>	<b>4,866,249</b>	<b>3.95%</b>	<b>132,743,794</b>	<b>4,703,547</b>	<b>3.67%</b>	<b>137,283,794</b>	<b>4,540,000</b>	<b>3.42%</b>	<b>141,982,063</b>	<b>4,688,289</b>	<b>3.42%</b>	<b>146,844,267</b>	<b>4,862,184</b>	<b>3.42%</b>	<b>151,876,154</b>	<b>5,031,887</b>	<b>3.43%</b>
<b>TOTAL APPROPRIATIONS</b>	<b>183,435,533</b>	<b>6,202,668</b>	<b>3.50%</b>	<b>192,888,256</b>	<b>10,097,448</b>	<b>5.50%</b>	<b>194,918,930</b>	<b>4,250,011</b>	<b>2.20%</b>	<b>202,053,066</b>	<b>7,135,146</b>	<b>3.66%</b>	<b>210,331,968</b>	<b>8,278,562</b>	<b>4.10%</b>	<b>219,598,033</b>	<b>9,266,034</b>	<b>4.41%</b>
<b>BALANCE</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Projection models New Growth at 10 Year Average, Cherry Sheet FY21 Gov Budget (2% Chap 70 FY22-FY25), Local Receipts at 5 year average (adjusted), Town at 3.30%, School at 3.86% FY21 CIP - actual request - FY22-FY25 CIP at 6% total, \$300,000 Under Levy Limit, \$200,000 from Cable FY21 only, Retirement 7.2%, (2035) plus \$1.7M/Health 4.67% Net</b>																		



# REVENUE & EXPENDITURE PROJECTIONS

REVENUE AND EXPENDITURE PROJECTIONS EXPENDITURES	10/15/18		11/1/19		11/1/19		11/1/19		11/1/19		11/1/19		EXPLANATIONS	
	FY2019	RECAP	FY2020	RECAP	FY2021	PROJECTION	FY2022	PROJECTION	FY2023	PROJECTION	FY2024	PROJECTION		FY2025
<b>OBLIGATIONS</b>														
Retirement	10,371,337		11,410,355		13,610,301	13,007,944	13,694,754	14,680,776	15,737,792	16,800,000	17,900,000	19,000,000	20,100,000	21,200,000
Insurance/Workers Comp	967,703		1,064,473		1,370,921	1,508,013	1,658,814	1,824,695	2,007,165	2,200,000	2,400,000	2,600,000	2,800,000	3,000,000
Unemployment Compensation	160,000		160,000		160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Health Insurance	21,592,695		22,629,144		23,885,014	25,795,815	27,859,480	30,088,238	32,495,297	35,000,000	37,600,000	40,300,000	43,100,000	46,000,000
Health Insurance Savings Offset to OPEB	(769,703)		(906,194)		(951,054)	(999,079)	(1,039,042)	(1,080,604)	(1,123,638)	(1,168,000)	(1,213,000)	(1,258,000)	(1,303,000)	(1,348,000)
Health Insurance Savings, New Employees, Contributions	(160,917)		(382,108)		(595,703)	(942,106)	(1,391,044)	(2,000,000)	(2,700,000)	(3,500,000)	(4,400,000)	(5,400,000)	(6,500,000)	(7,700,000)
Other State Assessments	856,811		718,202		717,249	735,180	753,560	772,399	791,709	811,000	830,000	850,000	870,000	890,000
Overlay	1,269,196		1,269,196		1,269,196	1,269,196	1,269,196	1,269,196	1,269,196	1,269,196	1,269,196	1,269,196	1,269,196	1,269,196
OPEB Original	647,185		663,365		679,949	696,947	714,371	732,230	750,536	769,290	788,500	807,600	826,600	845,600
OPEB Additional Retiree Savings	769,703		906,194		999,079	1,099,042	1,199,042	1,298,905	1,398,867	1,498,830	1,598,793	1,698,756	1,798,719	1,898,682
Technical Schools	628,300		647,149		695,000	715,850	737,336	759,445	782,229	804,800	827,100	849,200	871,100	892,800
Water and Sewer Operating Budget	8,628,801		8,335,066		8,690,784	8,934,303	9,184,750	9,442,322	9,707,225	9,972,128	10,237,031	10,501,934	10,766,837	11,031,740
Revenue for Direct Expenditures	46,474		46,721		46,696	46,696	46,696	46,696	46,696	46,696	46,696	46,696	46,696	46,696
Other Local Expenditures (Deficits to be Raised)	-		-		147,103	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>TOTAL</b>	<b>44,348,796</b>		<b>46,561,563</b>		<b>50,107,313</b>	<b>51,708,642</b>	<b>54,468,706</b>	<b>58,137,937</b>	<b>62,081,407</b>	<b>66,100,000</b>	<b>70,200,000</b>	<b>74,400,000</b>	<b>78,700,000</b>	<b>83,100,000</b>
<b>DEBT SERVICE</b>														
Existing Non-Exempt General Fund Debt	5,715,042		6,285,025		5,827,465	5,713,456	5,286,080	5,032,173	4,814,650	4,600,000	4,380,000	4,160,000	3,940,000	3,720,000
Appropriated/Not Borrowed Non-Exempt General Fund	-		-		1,022,911	1,641,197	1,683,293	1,683,293	1,683,293	1,683,293	1,683,293	1,683,293	1,683,293	1,683,293
New General Fund CIP PROJECTS	-		-		189,000	122,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Cable Funds - Technology	235,850		235,850		189,000	122,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
BAN Interest non-exempt	80,000		80,000		105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
General Fund Bond Issue Expense	105,000		105,000		105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Existing Water and Sewer Debt	4,413,212		4,549,638		4,344,280	4,132,080	3,526,002	3,188,808	2,557,926	2,000,000	1,500,000	1,000,000	500,000	0
Water and Sewer CIP PROJECTS	-		-		1,668,867	2,398,077	3,198,242	3,556,282	4,581,049	5,800,000	7,200,000	8,700,000	10,300,000	12,000,000
Water and sewer BAN interest/bond expense	35,000		35,000		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
New Exempt Debt	-		-		3,601,449	3,068,924	2,740,312	2,344,818	1,925,000	1,500,000	1,080,000	660,000	240,000	0
Existing Exempt Debt - School and Public Safety Center	3,981,010		3,859,110		3,601,449	3,068,924	2,740,312	2,344,818	1,925,000	1,500,000	1,080,000	660,000	240,000	0
<b>TOTAL</b>	<b>14,588,901</b>		<b>15,149,623</b>		<b>16,873,972</b>	<b>18,102,314</b>	<b>18,588,641</b>	<b>19,936,206</b>	<b>22,257,739</b>	<b>24,600,000</b>	<b>27,000,000</b>	<b>29,400,000</b>	<b>31,800,000</b>	<b>34,200,000</b>
<b>Capital Projects Fund from taxation</b>														
Capital Projects Fund from taxation	3,265,077		3,963,698		4,311,108	3,290,000	2,925,000	2,600,000	2,225,000	1,900,000	1,600,000	1,300,000	1,000,000	700,000
<b>TOTAL</b>	<b>3,265,077</b>		<b>3,963,698</b>		<b>4,311,108</b>	<b>3,290,000</b>	<b>2,925,000</b>	<b>2,600,000</b>	<b>2,225,000</b>	<b>1,900,000</b>	<b>1,600,000</b>	<b>1,300,000</b>	<b>1,000,000</b>	<b>700,000</b>
<b>OFFSET/AVAILABLE FUNDS EXPENDITURES</b>														
Offset Local Revenues	2,219,510		2,275,992		2,304,510	2,304,510	2,304,510	2,304,510	2,304,510	2,304,510	2,304,510	2,304,510	2,304,510	2,304,510
Other Available Funds - Budget	193,883		195,073		205,656	205,656	205,656	205,656	205,656	205,656	205,656	205,656	205,656	205,656
<b>TOTAL</b>	<b>2,413,393</b>		<b>2,469,065</b>		<b>2,510,166</b>									
<b>ARTICLES</b>														
Transfer to Stabilization Fund	100,000		-		-	-	-	-	-	-	-	-	-	-
Capital Projects - Free Cash	2,314,000		2,610,000		3,560,000	-	-	-	-	-	-	-	-	-
Operating Budget (S&D) - FY18 - Free Cash	2,400,000		-		-	-	-	-	-	-	-	-	-	-
Article from Water/Sewer reserves/rates	465,000		885,000		1,275,000	875,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Parking Funds	75,000		40,000		-	-	-	-	-	-	-	-	-	-
Elder Services Stabilization Transfer	12,000		70,000		31,000	33,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Articles from taxation	452,802		377,108		226,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Debt Re-Purpose	17,000		35,000		5,092,000	9,140,000	9,989,000	1,474,000	1,449,000	1,449,000	1,449,000	1,449,000	1,449,000	1,449,000
Columbia Gas Settlement	-		19,190,250		-	-	-	-	-	-	-	-	-	-
Other Available Funds	238,000		410,870		789,545,559	76,585,122	79,491,513	83,718,309	88,589,245	93,478,000	98,366,750	103,255,500	108,144,250	113,033,000
<b>TOTAL</b>	<b>6,053,902</b>		<b>24,661,471</b>		<b>132,743,794</b>	<b>137,518,138</b>	<b>140,973,241</b>	<b>143,661,481</b>	<b>146,001,842</b>	<b>148,341,291</b>	<b>150,680,740</b>	<b>153,019,989</b>	<b>155,359,238</b>	<b>157,608,487</b>
<b>* TOTAL DEDUCTIONS *</b>	<b>70,650,069</b>		<b>92,805,420</b>		<b>78,954,559</b>	<b>76,585,122</b>	<b>79,491,513</b>	<b>83,718,309</b>	<b>88,589,245</b>	<b>93,478,000</b>	<b>98,366,750</b>	<b>103,255,500</b>	<b>108,144,250</b>	<b>113,033,000</b>
<b>BAL FOR TOWN &amp; SCHOOL OPERATING BUDGETS</b>	<b>123,096,105</b>		<b>128,037,354</b>		<b>132,743,794</b>	<b>137,518,138</b>	<b>140,973,241</b>	<b>143,661,481</b>	<b>146,001,842</b>	<b>148,341,291</b>	<b>150,680,740</b>	<b>153,019,989</b>	<b>155,359,238</b>	<b>157,608,487</b>
<b>\$ INCREASE FOR TOWN &amp; SCHOOL OPERATING BUDGET</b>	<b>4,176,830</b>		<b>4,941,249</b>		<b>4,706,440</b>	<b>4,774,344</b>	<b>3,455,703</b>	<b>2,688,239</b>	<b>2,340,367</b>	<b>1,911,000</b>	<b>1,481,990</b>	<b>1,052,989</b>	<b>624,988</b>	<b>194,988</b>
<b>% INCREASE OVER PRIOR YEAR</b>	<b>3.47%</b>		<b>4.01%</b>		<b>3.68%</b>	<b>3.60%</b>	<b>2.51%</b>	<b>1.91%</b>	<b>1.63%</b>	<b>1.33%</b>	<b>1.00%</b>	<b>0.73%</b>	<b>0.50%</b>	<b>0.33%</b>
<b>SCHOOL OPERATING BUDGET</b>														
\$ Inc/Dec	81,786,197		85,069,324		88,197,375	91,369,581	93,664,074	95,454,175	97,011,195	98,454,175	99,791,195	101,022,195	102,153,195	103,184,195
% Inc/Dec	2,741,889		3,283,127		3,128,051	3,172,206	2,294,493	1,790,101	1,557,020	1,300,000	1,000,000	700,000	400,000	100,000
	3.47%		4.01%		3.68%	3.60%	2.51%	1.91%	1.63%	1.33%	1.00%	0.73%	0.50%	0.33%
<b>TOWN OPERATING BUDGET (inc Water/Sewer/Alib)</b>														
\$ Inc/Dec	4,309,907		42,968,029		44,548,292	46,151,617	47,310,022	48,213,644	48,999,526	49,680,000	50,265,000	50,755,000	51,250,000	51,750,000
% Inc/Dec	1,384,991		1,658,122		1,580,263	1,603,325	1,158,406	903,621	708,882	500,000	300,000	100,000	0	0
	3.47%		4.01%		3.68%	3.60%	2.51%	1.91%	1.63%	1.33%	1.00%	0.73%	0.50%	0.33%

# SECTION 7



# PROPERTY TAX INFORMATION

# PROPERTY TAX INFORMATION

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## PROPOSITION 2½ AND ANDOVER

### WHAT IS PROPOSITION 2½?

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

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

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

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

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

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

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

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

### **THE OVERRIDE PROCESS**

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

# PROPERTY TAX INFORMATION

## Property Tax Limit History

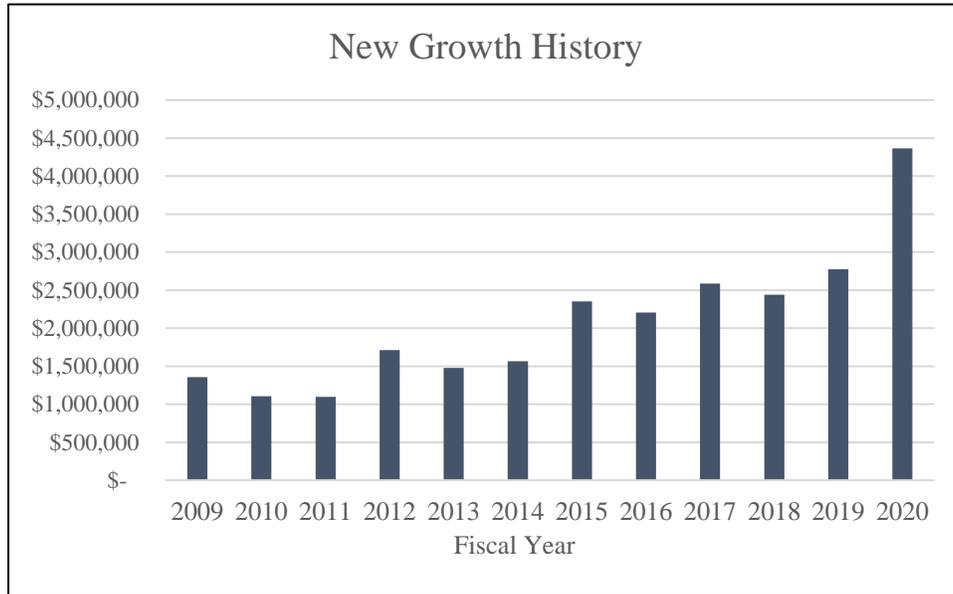
<i>Fiscal Year</i>	Prop 2 1/2 Tax Levy Limit Prior Year	Actual Tax Levy Within 2 1/2	Excess Tax Levy Capacity	Additional Taxes Debt Exclusion	Total Tax Levy	% Increase Total Tax Levy
2007	87,189,479	87,150,494	38,985	3,110,789	90,261,283	
2008	91,201,846	91,167,791	34,055	2,909,928	94,077,719	4.2%
2009	94,838,978	94,802,906	36,072	3,173,848	97,976,754	4.1%
2010	98,313,489	98,252,625	60,864	3,037,491	101,290,116	3.4%
2011	101,868,863	101,747,938	70,925	2,860,362	104,608,300	3.3%
2012	106,128,017	105,926,697	201,320	2,947,458	108,874,155	4.1%
2013	110,260,241	109,544,429	715,812	2,349,085	111,893,514	2.8%
2014	114,580,069	114,227,432	352,637	3,278,583	117,506,015	5.0%
2015	119,797,140	117,795,354	2,001,786	4,438,406	122,233,760	4.0%
2016	124,996,152	123,392,381	1,603,771	4,304,490	127,696,871	4.5%
2017	130,709,371	129,385,935	1,323,436	3,597,424	132,983,359	4.1%
2018	136,417,581	135,311,707	1,105,875	4,040,852	139,352,559	4.8%
2019	142,600,950	141,467,385	1,133,565	3,902,896	145,370,281	4.3%
2020	150,531,621	147,828,886	2,702,735	3,782,989	151,611,875	4.3%
2021*	156,526,334	156,226,334	300,000	3,530,110	159,756,444	5.4%

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

## Tax Growth from New Construction Activities

<i>Fiscal Year</i>	Residential/ Open Space	Commercial/ Industrial	Personal Property	New Growth Final	New Growth Town Meeting Estimate
2020	1,322,590	648,436	2,394,621	4,365,647	1,931,422
2019	1,470,670	371,791	920,467	2,772,929	2,229,752
2018	1,132,911	478,376	829,189	2,440,476	2,039,798
2017	682,379	59,777	1,846,160	2,588,316	1,800,000
2016	852,206	353,649	998,228	2,204,083	1,800,000
2015	692,776	122,768	1,536,599	2,352,143	1,500,000
2014	593,070	107,515	863,155	1,563,740	1,500,000
2013	714,513	14,767	749,742	1,479,022	1,300,000
2012	470,623	71,686	1,170,123	1,712,432	1,097,538
2011	305,829	57,071	734,640	1,097,539	1,000,000
2010	271,613	109,918	722,005	1,103,536	1,500,000
2009	404,757	21,446	930,883	1,357,086	2,000,000
2008	772,937	328,929	730,764	1,832,630	2,000,000
2007	1,217,388	610,248	329,005	2,156,641	1,200,000
2006	1,575,860	259,077	200,589	2,035,526	1,500,000
2005	885,407	587,679	341,097	1,814,183	1,500,000
2004	735,038	59,129	363,718	1,157,885	1,500,000

# PROPERTY TAX INFORMATION



## **CALCULATION OF FY2020 PROPERTY TAX LEVY LIMIT**

FY2019 TAX LEVY LIMIT	\$142,600,950	Beginning amount for FY2020
2.5% of FY2019 Levy Limit	3,565,024	
New Growth	<u>4,365,647</u>	Actual
FY2020 TAX LEVY LIMIT	\$150,531,621	FY2020 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2020 EXEMPT DEBT SERVICE	<u>\$3,782,989</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2020 TOTAL TAX LEVY LIMIT	\$154,314,610	Estimated Maximum property taxes allowable for Fiscal Year 2020
Less		
FY2020 TAX LEVY	\$151,611,875	Actual property taxes for Fiscal Year 2020
Equals		
FY2020 EXCESS TAX CAPACITY	\$2,702,735	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

## **CALCULATION OF FY2021 PROPERTY TAX LEVY LIMIT**

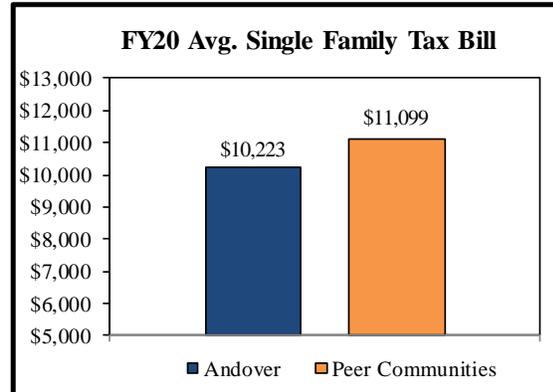
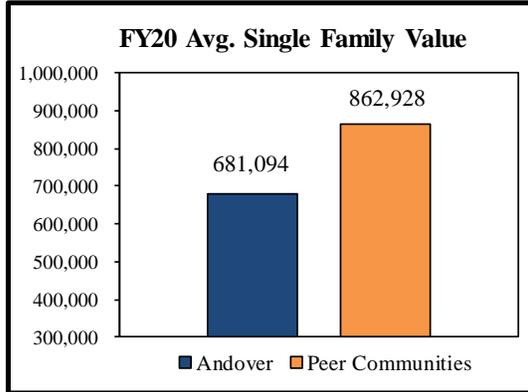
FY2020 TAX LEVY LIMIT	\$150,531,621	Beginning amount for FY2020
2.5% of FY2019 Levy Limit	3,763,291	
New Growth	<u>1,931,422</u>	Tax increase based on 10 year average of tax value of new construction
FY2021 TAX LEVY LIMIT	\$156,226,334	FY2021 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2021 EXEMPT DEBT SERVICE	<u>\$3,530,110</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2021 TOTAL TAX LEVY LIMIT	\$159,756,444	Estimated Maximum property taxes allowable for Fiscal Year 2021
Less		
FY2021 TAX LEVY	\$159,456,444	Estimated Amount of property taxes for Fiscal Year 2021
Equals		
FY2021 EXCESS TAX CAPACITY	\$300,000	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

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

# PROPERTY TAX INFORMATION

## FY20 Comparative Residential Tax Information

AAA Bond Rated Suburban Municipalities



Data Source: DOR/DLS Database

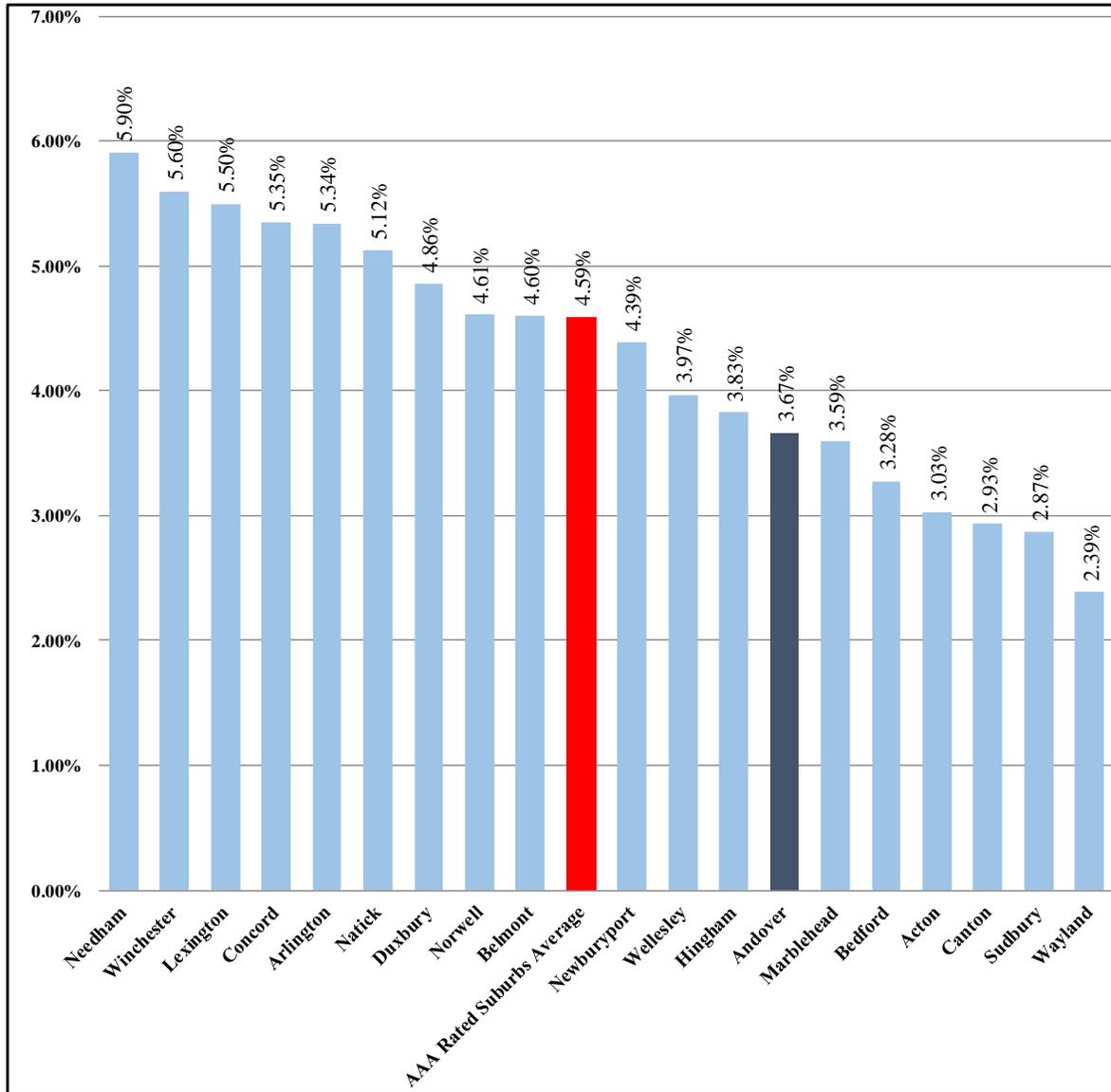
Note: The "Peer Group Average" category consists of data from the following Andover comparable "AAA" rated suburbs: Acton; Arlington; Belmont; Canton; Concord; Duxbury; Hingham; Lexington Marblehead; Natick; Needham; Newburyport; Norwell; Sudbury; Wayland; Wellesley Westwood; and Winchester.

## FY2020 Valuation Breakdown - Single Family Homes

Valuation Range (\$)	Number of Parcels	Percent of Total
\$0 to \$300,000	47	1%
\$300,001 to \$400,000	340	4%
\$400,001 to \$500,000	1,343	15%
\$500,001 to \$600,000	2,288	26%
\$600,001 to \$800,000	2,774	32%
\$800,001 to \$1,000,000	1,119	13%
\$1,000,001 and Up	793	9%
<i>Total</i>	<i>7,911</i>	<i>100%</i>

# PROPERTY TAX INFORMATION

## 10 Year Avg. Annual % Increase In Single Family Tax Bills AAA Bond Rated Suburbs - FY11 to FY20



	Average Single Family Tax Bill - FY2011	Average Single Family Tax Bill - FY2020	Average 10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	Average 10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
<b>Andover</b>	\$7,480	\$10,223	\$2,743	\$292	36.7%	3.67%
<b>AAA Rated Suburbs Average</b>	\$7,607	\$11,099	\$3,492	\$349	45.9%	4.59%

Source of Data: Massachusetts Department of Revenue, Division of Local Services

# SECTION 8



## CAPITAL IMPROVEMENT PROGRAM (CIP)

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEAR 2021 CAPITAL IMPROVEMENT PROGRAM (CIP) TOWN MANAGER'S RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$29.5 million for FY2021. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a revised total FY21 CIP of \$25,426,737 from the following funding sources:

General Fund Revenue:	\$ 4,311,108
Free Cash:	\$ 3,560,000
General Fund Borrowing:	\$ 7,442,000
Special Dedicated Funds:	\$ 1,564,279
Water & Sewer Enterprise Funds:	\$ 8,549,350
<b>Town Manager's Total CIP Recommendation for FY21:</b>	<b><u>\$ 25,426,737</u></b>

### **From General Fund Revenue:**

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2021 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

CDP-2	Historic Mill District Feasibility/Land Disposition	\$40,000
CDP-7	Conservation Land Management	\$12,000
FIN-1	MUNIS Software	\$10,000
IT-1	Staff Device Refresh	\$388,022
IT-2	Student Device Refresh	\$250,086
IT-3	IT Platforms & Infrastructure	\$100,000
LIB-1	Library Circulation Desk Replacement	\$35,000
LIB-2	Library Maker Space Design	\$15,000
POL-1	Police Vehicle Replacement	\$195,000
FR-2	SCBA Air Compressor System	\$96,000
DPW-2	Minor Sidewalk Repairs	\$250,000
DPW-5	Two Way Radio System Phase 2	\$75,000
DPW-7a	Public Works Vehicles - Small	\$120,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
FAC-1	Town Projects - Buildings	\$380,000
FAC-2	Town Projects – Mech. & Electrical	\$280,000
FAC-3	Town & School Security Projects	\$210,000
FAC-4	Town Vehicle Replacement	\$35,000
FAC-5	Town Park and Playground Improvements	\$650,000
SCH-1	School Projects – All Schools	\$650,000
SCH-2	School Projects – By Building	<u>\$500,000</u>
<b>Total from General Fund Revenue</b>		<b>\$4,311,108</b>

# CAPITAL IMPROVEMENT PROGRAM

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## **From Free Cash:**

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

TM-1	Town Offices Mtg Room Exp & Public Access Imp	\$625,000
TM-2	Sidewalk Program	\$950,000
TM-3	Cons & Open Space Imp-Haggetts/Dale St Design	\$125,000
TM-4	High Plain/Wood Hill Turf Field Complex	\$1,100,000
TM-5	Tree Fund	\$250,000
TM-6	Merrimack River Access	<u>\$510,000</u>
<b>Total from Free Cash</b>		<b>\$3,560,000</b>

## **From General Fund Borrowing:**

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

POL-2	Public Safety CAD/RMS System	\$332,000
FR-1	Fire Apparatus Replacements	\$725,000
FR-4	Fire Bi-Directional Amplifier System	\$300,000
DPW-7b	Public Works Vehicles – Large	\$580,000
DPW-8	Minor Storm Drain Improvements	\$300,000
FAC-6	Major Town Projects	\$825,000
FAC-7	Town & School Energy Initiatives	\$300,000
SCH-5	Major School Projects	<u>\$4,080,000</u>
<b>Total from General Fund Borrowing</b>		<b>\$7,442,000</b>

## **From Special Dedicated Funds:**

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

IT-2	Student Device Refresh (Cable Funds)	\$200,000
DPW-1	Annual Road Maintenance (Ch 90)	<u>\$1,364,279</u>
<b>Total from Special Dedicated Funds</b>		<b>\$1,564,279</b>

## **From Water and Sewer Enterprise Funds:**

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

DPW-12	Water & Sewer Vehicles (WER)	\$225,000
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000
DPW-17	Hydrant Replacement Program (WER)	\$100,000
DPW-18	WTP GAC Replacement (WER)	\$450,000
DPW-23	Shawsheen Pump Station (SEB)	\$1,574,350
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)	\$50,000
DPW-30	Inflow/Infiltration Removal Program (SER)	<u>\$150,000</u>
<b>Total from Water &amp; Sewer Enterprise Funds</b>		<b><u>\$8,549,350</u></b>

**Revised CIP Total for FY21**

**\$25,426,737**

# CAPITAL IMPROVEMENT PROGRAM

TOWN OF ANDOVER  
TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM  
FY2021 - FY2025

Request #	Request Title	Dept. Rqst. FY2021	TM's Rec. FY2021	TM's Plan FY2022	TM's Plan FY2023	TM's Plan FY2024	TM's Plan FY2025	Town Manager's Comments
<b>General Fund Revenue (Capital Projects Fund)</b>								
CS-1	Pump's Pond Access Road and Parking Lot Paving			\$110,000				Supports Department's Request for FY22
CS-2	Pump's Pond Floating Dock System Replacement	\$155,000	\$0					Town Manager Does Not Support Funding
CDP-1	Upgrade Printer/Copier/Scanner	\$21,360	\$0					Town Manager Does Not Support Funding
CDP-2	Historic Mill District Feasibility Study/Services to Support Municipal Land Disp	\$40,000	\$40,000	\$25,000	\$40,000			Supports Department's Request for FY21
CDP-3	Historic Mill District-Circulation and Street Design-(School St, Ridge St & Lupton Rd)		\$0					Supports Department's Request for FY22-FY23
CDP-4	Historic Mill District-Circulation and Street Design-(Essex, Shawheen & Red Spring)	\$70,000						Town Manager Does Not Support Funding
CDP-5	Bowling Green Feasibility Study		\$0					Supports Department's Request for FY23-FY24
CDP-6	Bicycle & Pedestrian Master Plan	\$40,000	\$0		\$20,000	\$150,000		Supports Department's Request for FY23-FY24
CDP-7	Conservation Land Management	\$15,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	Supports \$12,000 for FY21
CDP-10	ATV Trail Maintenance and Fields Mowing Vehicle			\$15,840				Supports Department's Request for FY22
CDP-11	Record Scanning Project	\$100,000		\$100,000	\$100,000	\$100,000	\$100,000	Town Manager Does Not Support Funding for FY21
FIN-1	MUNIS Software	\$10,000	\$10,000	\$50,000	\$10,000	\$10,000	\$10,000	Supports Department's Request for FY21
IT-1	Annual Staff Device Refresh	\$538,022	\$388,022	\$618,292	\$603,634	\$622,454	\$634,452	Supports \$388,022 for FY21
IT-2	Student Device Refresh	\$250,086	\$250,086	\$569,886	\$596,793	\$579,910	\$504,760	Supports \$250,086 for FY21
IT-3	IT Platforms and Infrastructure (Borrow FY22-FY24)	\$198,500	\$100,000				\$67,500	Supports \$100,000 for FY21
LIB-1	Library Circulation Desk Replacement	\$35,000	\$35,000					Supports Department's Request for FY21
LIB-2	Relocate and Renovate Library Makerspace Design	\$15,000	\$15,000	\$225,000				Supports Department's Request for FY21
POL-1	Police Vehicle Replacement	\$195,000	\$195,000	\$205,000	\$205,000	\$225,000	\$225,000	Supports Department's Request for FY21
POL-3	Mobile Camera Trailer System	\$50,000	\$0			\$70,000		Town Manager Does Not Support Funding for FY21
FR-1	Fire Apparatus Replacement (See also General Fund Borrowing)	\$70,000	\$0	\$70,000				Move All Requests Out One Year
FR-2	SCBA Air Compressor System	\$96,000	\$96,000					Supports Department's Request for FY21
FR-3	Specialized Industrial Washer and Dryer			\$25,000				Supports Department's Request for FY22
FR-5	Radio Box Repeater System	\$30,000	\$0	\$30,000				FY21 Request Moved to FY22
DPW-2	Minor Sidewalk Repairs	\$250,000	\$250,000	\$250,000				Supports Department's Request for FY21
DPW-5	Two Way Radio System Phase 2	\$100,000	\$75,000			\$250,000		Supports Department's Request for FY21
DPW-6	Storm Water Management	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	Supports \$75,000 for FY21
DPW-7a	Public Works Vehicles - Small	\$120,000	\$120,000	\$363,000	\$165,793	\$162,000	\$90,000	Town Manager Does Not Support Funding for FY21
DPW-19	Stormwater Infrastructure Condition Assessment Program	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	Town Manager Does Not Support Funding for FY21
DPW-28	Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Supports Department's Request for FY21
FAC-1	Town Projects - Building Division	\$400,000	\$380,000	\$400,000	\$400,000	\$400,000	\$400,000	Supports \$380,000 for FY21
FAC-2	Town Projects - Mechanical & Electrical Division	\$311,000	\$280,000	\$311,000	\$311,000	\$311,000	\$311,000	Supports \$280,000 for FY21
FAC-3	Town & School Security Projects	\$260,000	\$210,000	\$225,000	\$240,000	\$230,000	\$150,000	Supports \$210,000 for FY21
FAC-4	Town Vehicle Replacement	\$35,000	\$35,000	\$222,000	\$122,000	\$170,000	\$105,000	Supports Department's Request for FY21
FAC-5	Town Parks and Playground Improvements	\$650,000	\$650,000	\$500,000	\$300,000	\$500,000	\$500,000	Supports Department's Request for FY21
SCH-1	School Projects - All Schools	\$735,000	\$650,000	\$735,000	\$735,000	\$735,000	\$735,000	Supports \$650,000 for FY21
SCH-2	School Projects - By Building	\$565,000	\$500,000	\$605,000	\$725,000	\$475,000	\$355,000	Supports \$500,000 for FY21
<b>Total General Fund Revenue</b>		<b>\$5,369,968</b>	<b>\$4,311,108</b>	<b>\$5,797,018</b>	<b>\$5,115,427</b>	<b>\$5,172,364</b>	<b>\$4,569,712</b>	

# CAPITAL IMPROVEMENT PROGRAM

## TOWN OF ANDOVER TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM FY2021 - FY2025

Free Cash											
TM-1	Town Offices Meeting Room and Public Access Improvements	\$625,000									Supports Department's Request for FY21
TM-2	Sidewalk Program	\$950,000									Supports Department's Request for FY21
TM-3	Conservation & Open Space Improvements - Dale St & Haggets Pond Design	\$250,000									Supports Department's Revised Request for FY21
TM-4	High Plain/Wood Hill Turf Field Complex	\$1,100,000									Supports Department's Revised Request for FY21
TM-5	Tree Management Fund	\$500,000									Supports Department's Revised Request for FY21
TM-6	Merrinuck River Access Way	\$990,000									Supports Department's Revised Request for FY21
	<b>Total Free Cash</b>	<b>\$4,515,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>General Fund Borrowing</b>											
IT-3	IT Platforms and Infrastructure (GF Revenue FY20-FY21)		\$942,500		\$689,500				\$542,500		Placeholder for Future Need
POL-2	Public Safety CAD/RMS System	\$332,000									Supports Department's Request for FY21
FR-1	Fire Apparatus Replacement (see also General Fund Revenue)	\$725,000							\$370,000		Supports Department's Request for FY21
FR-4	Fire Bi-Directional Amplifier System (West Middle, Suborn & South)	\$300,000									Supports Department's Request for FY21
FR-6	Fire Bi-Directional Amplifier System (Doherty & Shawheen)		\$225,000								Supports Department's Request for FY22
DPW-3	Road Maintenance (Not included in Projected Debt)	\$1,250,000			\$1,250,000				\$1,250,000		Town Manager Does Not Support Funding
DPW-7b	Public Works Vehicles - Large	\$580,000			\$620,000				\$510,000		Supports Department's Request for FY21
DPW-8	Minor Storm Drain Improvements	\$300,000			\$300,000				\$300,000		Supports Department's Request for FY21
DPW-9	Town Bridge Evaluation & Maintenance								\$500,000		Placeholder for Future Need
FAC-6	Major Town Projects	\$825,000			\$1,180,000				\$1,050,000		Supports Department's Request for FY21
FAC-7	Town & School Energy Initiatives	\$300,000			\$405,000				\$500,000		Supports Department's Request for FY21
SCH-5	Major School Projects	\$4,930,000			\$2,175,000				\$6,090,000		Supports Department's Revised Request for FY21
	<b>Total General Fund Borrowing</b>	<b>\$9,542,000</b>	<b>\$6,937,500</b>	<b>\$10,694,500</b>	<b>\$13,797,500</b>				<b>\$9,740,000</b>		
<b>Special Dedicated Funds</b>											
IT-2	Student Device Refresh (Cable Funds)	\$200,000									Supports Department's Request for FY21
DPW-1	Major Annual Road Maintenance (Ch 90)	\$1,364,279			\$1,364,279				\$1,364,279		Supports Department's Request for FY21
	<b>Total Special Dedicated Funds</b>	<b>\$1,564,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>				<b>\$1,364,279</b>		
<b>Water &amp; Sewer Enterprise Funds</b>											
DPW-12	Water & Sewer Vehicles (WER)	\$225,000			\$250,000				\$225,000		Supports Department's Request for FY21
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000			\$6,000,000				\$5,000,000		Supports Department's Request for FY21
DPW-17	Hydrant Replacement Program (WER)	\$100,000			\$100,000				\$100,000		Supports Department's Request for FY21
DPW-18	Water Treatment GAC Replacement (WER)	\$450,000							\$560,000		Supports Department's Request for FY21
DPW-23	Shawsheen Pump Station (SEB)	\$1,574,350									Supports Department's Request for FY21
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)	\$50,000			\$100,000				\$100,000		Supports Department's Request for FY21
DPW-29	Fish Brook Intake Replacement (WEB)	\$150,000			\$500,000				\$10,500,000		Placeholder for Future Need
DPW-30	Inflow/Infiltration (I/I) Removal Program (SER)	\$8,549,350			\$7,075,000				\$16,635,000		Supports Department's Request for FY21
	<b>Total Water &amp; Sewer Enterprise Funds</b>	<b>\$9,549,350</b>	<b>\$7,075,000</b>	<b>\$6,600,000</b>	<b>\$16,635,000</b>				<b>\$6,110,000</b>		
	<b>Total All Requests</b>	<b>\$29,540,597</b>	<b>\$21,173,797</b>	<b>\$23,774,206</b>	<b>\$36,969,143</b>				<b>\$21,783,991</b>		



# SECTION 9



## BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

# **BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION**

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## **ANNUAL BUDGET PROCESS**

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

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

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

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

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

### **BUDGET APPROPRIATION AND AMENDMENT**

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

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

# BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

## ANNUAL BUDGET SCHEDULE

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

## ANNUAL BUDGET REQUIREMENTS

### **Town of Andover Charter**

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

#### **§ 15. Estimate of Expenditures.**

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

### **Town of Andover General By-laws**

#### **§ 6. Estimate of expenditures.**

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

# BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

## FINANCIAL POLICIES

### A. FISCAL POLICIES/GENERAL FUND

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

<b>Fiscal Year</b>	<b>Certified Free Cash Going into Town Meeting</b>	<b>Free Cash as % of Budget</b>	<b>Amount Spent by Town Meeting</b>	<b>Amount Remaining after Town Meeting</b>
2009	2,221,828	1.8%	334,000	1,887,828
2010	1,602,874	1.3%	1,123,500	479,374
2011	1,609,894	1.2%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320
2015	5,761,265	3.3%	4,821,083	940,182
2016	4,843,241	2.9%	3,793,000	1,050,241
2017	5,062,537	2.9%	1,825,000	3,237,537
2018	8,912,647	4.9%	2,714,000	6,198,647
2019	8,807,910	4.9%	3,610,000	5,197,910

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

# **BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION**

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

## **B. FISCAL POLICIES - WATER & SEWER**

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

## **C. CAPITAL PLANNING POLICIES**

### **1. General**

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

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

### **CRITERIA FOR SETTING PRIORITIES:**

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

### **FUNDING SOURCES:**

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

# **BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION**

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

## **D. DEBT MANAGEMENT POLICIES**

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

# **BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION**

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## **FUND DESCRIPTIONS**

### **GOVERNMENTAL FUNDS**

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

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

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

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

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

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

### **FIDUCIARY FUNDS**

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

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

### **BASIS OF ACCOUNTING**

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

# **BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION**

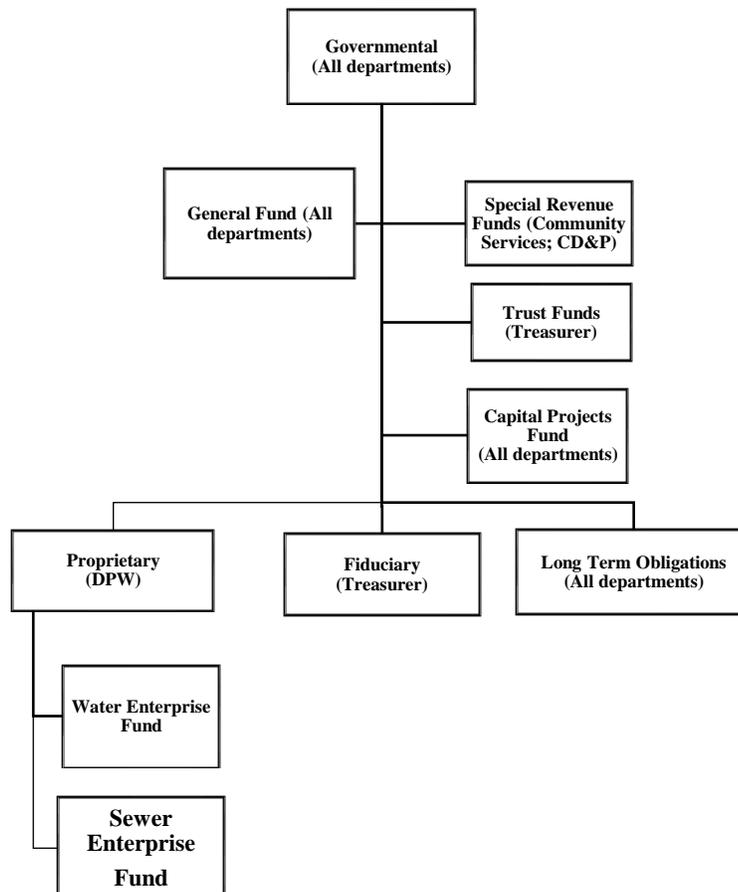
The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

## **BASIS OF BUDGETING**

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

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

## **FUND RELATIONSHIPS**



# RatingsDirect®

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## Summary:

# Andover, Massachusetts; General Obligation

### Primary Credit Analyst:

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## Summary:

# Andover, Massachusetts; General Obligation

### Credit Profile

US\$11.815 mil GO muni purpose ln ser 2019 due 10/15/2049

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

## Rationale

S&P Global Ratings assigned its 'AAA' rating and stable outlook to Andover, Mass.' series 2019 general obligation (GO) municipal-purpose loan bonds and affirmed its 'AAA' rating, with a stable outlook, on the town's existing GO debt.

### Security and the use of bond proceeds

Andover's full-faith-and-credit pledge, subject to Proposition 2 1/2 limitations, secures the bonds.

Due to the town's revenue-raising ability and resource fungibility, however, we rate the limited obligation at the same level as our view of Andover's general creditworthiness. We rate the limited-tax GO debt based on the application of our criteria, titled "Issue Credit Ratings Linked To U.S. Public Finance Obligors' Creditworthiness," published Jan. 22, 2018, on RatingsDirect.

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

Officials plan to use series 2019 bond proceeds to fund various capital items and permanently finance existing short-term debt.

### Credit summary

The rating reflects our expectation Andover will likely continue to experience economic growth. Furthermore, we expect management, with well-embedded financial management policies and practices, will likely continue to produce positive financial results during the next several fiscal years.

The rating also reflects our opinion of the town's:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong financial management, with strong financial policies and practices under our Financial Management

Assessment (FMA) methodology;

- Strong budgetary performance, with balanced operating results in the general fund and an operating surplus at the total governmental-fund level in fiscal 2018;
- Strong budgetary flexibility, with available fund balance in fiscal 2018 at 10.4% of operating expenditures;
- Very strong liquidity, with total government available cash at 22.9% of total governmental-fund expenditures and 5x governmental debt service, and access to external liquidity we consider strong;
- Strong debt-and-contingent-liability position, with debt service carrying charges at 4.6% of expenditures and net direct debt that is 50% of total governmental-fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 70.2% of debt scheduled to be retired within 10 years, but a large pension and other-postemployment-benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation in the short-to-medium term; and
- Strong institutional framework score.

### **Very strong economy**

We consider Andover's economy very strong. The town, with an estimated population of 35,392, is in Essex County in the Boston-Cambridge-Newton MSA, which we consider broad and diverse. The town has a projected per capita effective buying income at 199% of the national level and per capita market value of \$235,119. Overall, market value grew by 6.7% during the past year to \$8.3 billion in fiscal 2019. County unemployment was 3.4% in 2018.

Andover is a primarily residential town. Residential property accounts for about 81% of total assessed value (AV). The town's location, roughly 25 miles north of Boston, on interstates 93 and 495, provides residents with access to a broad range of employment opportunities across the deep and diverse MSA. In addition, commuter-rail stations allow easy travel to downtown Boston.

We posit the town's favorable location is a contributing factor to its strong economic profile. It maintains a sizable, diverse, and high-end local economy. Leading employers include:

- Raytheon Co. (4,750 employees);
- Internal Revenue Service (3,500), a regional service center;
- Phillips Medical (2,000);
- Pfizer (1,200); and
- Putnam Investments (900).

We note that while Phillips Medical is relocating from the town, it will maintain a small presence. Officials, however, indicate a developer is leasing the Phillips site to develop it further. Therefore, the town does not expect a tax disruption. However, other companies, such as Pfizer, are expanding operations.

Management also reports private investment continues to increase; it has been experiencing significant residential growth during the past two years, with officials reporting private investment is at an all-time high, including new developments in the downtown area. Andover has also approved a new mixed-used development, and two new senior-living facilities are now complete. Furthermore, management reports AV has grown rapidly during the past two

fiscal years, adding roughly \$2.4 million-\$2.8 million annually.

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

### **Very strong management**

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

Andover identifies trends and commonwealth estimates to develop annual revenue and expenditure assumptions, which it then uses to update its five-year budget forecast for capital and budgetary planning. Management regularly monitors the budget; tracks revenue and expenditures; and reports budget-to-actual results to the finance committee, at least, monthly. Management performs midyear budget adjustments, if needed, during special town meetings. Andover has a five-year capital improvement plan (CIP) and capital budget management approves and reprioritizes annually.

The town adheres to a formal debt-management policy when planning and addressing capital needs, including a policy that limits debt service in any one year to 10% of budgeted general expenditures. Officials plan to retire principal during 20 years. Andover's formal reserve policy calls for maintaining reserves between 3% and 7% of expenditures, which it has exceeded recently.

### **Strong budgetary performance**

Andover's budgetary performance is strong, in our opinion. The town had balanced operating results in the general fund at negative 0.1% of expenditures and surplus results across all governmental funds at 2.5% in fiscal 2018. We adjusted fiscal 2018 budgetary performance to account for recurring transfers, as well as bond proceed spending.

Andover achieved balanced fiscal 2018 operating general fund results. According to officials, although revenue was higher than budgeted and expenditures were on target, the town had various capital expenses; this was the main reason for decreased operating results in fiscal 2018 compared with a \$4.5 million surplus in fiscal 2017 and a \$2.6 million surplus in fiscal 2016. Unaudited fiscal 2019 results show the town, once again, ended with a balanced operating performance at a negative \$299,547, or 0.2% of expenditures.

In September 2018, excessive pressure in Columbia Gas-owned natural gas lines sent gas streaming into residential homes, causing a series of explosions and fires throughout Andover and nearby North Andover and Lawrence. Although Andover did not experience any major infrastructure damage, Columbia Gas launched an immense repair effort, replacing many miles of underground piping, meters, and home appliances. Subsequently, Gov. Charlie Baker declared a state of emergency. Officials indicate Columbia Gas fully reimbursed Andover in fiscal 2019 for operational costs, repairs, and damages incurred totaling about \$20 million; management has tracked and recorded these funds outside the general fund.

The fiscal 2020, \$194.2 million budget is a roughly 4.6% increase from fiscal 2019. The town has estimated new growth

at about \$2.5 million, representing a five-year average. The town also budgeted for a 3.75% increase in school costs and a 4.5% increase in health insurance. Officials indicate budget-to-actual results are on target, and they do not currently expect negative financial operations during fiscal 2020.

Property taxes generated 75% of fiscal 2018 audited general fund revenue and commonwealth revenue accounted for only 16%. Local collections remain strong, exceeding 99%.

Due to fiscal 2019 estimates and management's record of producing, at least, balanced results, coupled with generally stable regional credit conditions, we expect general fund and total governmental-funds performance will likely remain stable and strong.

However, while we expect our evaluation of budgetary performance to remain strong due to a history of conservative budgeting and pending revenue from new growth, we theorize future pension and OPEB costs could become a budgetary pressure due to funding and closed amortization. We note that management is actively making budgetary adjustments, as needed, for these costs and that it is actively working to reduce the unfunded liability.

The town is funding actuarially determined pension contributions, and it has begun to prefund OPEB. Nevertheless, we think these liabilities could strain future operations, particularly if economic conditions weaken and Andover does not meet actuary assumptions.

### **Strong budgetary flexibility**

Andover's budgetary flexibility is strong, in our view, with available fund balance in fiscal 2018 at 10.4% of operating expenditures, or \$19.2 million.

The town has consistently maintained strong budgetary flexibility. For fiscal 2019, unaudited results show available reserves at \$19.7 million, or 10.6% of expenditures. We expect available reserves will likely remain stable and at levels we consider strong due to the expectation of strong budgetary performance and a stable credit environment.

### **Very strong liquidity**

In our opinion, Andover's liquidity is very strong, with total government available cash at 22.9% of total governmental-fund expenditures and 5x governmental debt service in fiscal 2018. In our view, the town has strong access to external liquidity if necessary.

Andover has maintained very strong cash during the past three fiscal years. We note the town does not have any contingent-liquidity risk from financial instruments with payment provisions that change upon the occurrence of certain events. We do not consider town investments risky. In addition, in our opinion, Andover's frequent GO bond issuance during the past 20 years demonstrates its strong access to external liquidity. We expect liquidity will likely remain very strong throughout the two-year outlook.

### **Strong debt-and-contingent-liability profile**

In our view, Andover's debt-and-contingent-liability profile is strong. Total governmental-fund debt service is 4.6% of total governmental-fund expenditures, and net direct debt is 50% of total governmental-fund revenue. Overall net debt is low at 1.2% of market value and about 70.2% of direct debt is scheduled to be repaid within 10 years, which are, in our view, positive credit factors.

In our opinion, Andover's large pension and OPEB obligation, without a plan in place we think will sufficiently address the obligation in the short-to-medium term, is a credit weakness. Andover's combined required pension and actual OPEB contribution totaled 8.1% of total governmental-fund expenditures in fiscal 2018: 4.8% represented required contributions to pension obligations and 3.3% represented OPEB payments. The town made 100% of its annual required pension contribution in fiscal 2018.

Following this issuance, Andover has roughly \$120.4 million of total direct debt outstanding, roughly \$19.3 million of which we consider self-supporting enterprise-related GO debt, based on three years of evidence user charges have provided partial coverage to support these obligations. The town expects to issue about \$28 million of additional debt during the next two years to three years, in accordance with its CIP. We do not expect this to alter our view of the town's debt profile, particularly due to rapid principal amortization.

Andover, however, is conducting feasibility studies for the potential replacement of an elementary school and high-school renovations. Although these projects are still in the early planning stages and management has not yet determined potential debt issuances, we expect management will likely maintain stable fixed project costs.

Pension and OPEB highlights include:

- While the town is managing these costs, we think pension and OPEB liabilities will likely remain a long-term credit concern due to lower funding and our expectation that these costs will likely increase.
- Since actuarially determined pension contributions reflect, what we view as, weak assumptions and methodologies, we imagine the risk of unexpected contribution escalations will likely increase. We, however, expect higher contributions will likely remain affordable, at least during the next few fiscal years, due to the strength of the town's revenue base, strong reserves, and conservative budgeting.
- Andover funds OPEB on a pay-as-you-go basis, which, due to claims-volatility and medical-cost and demographic trends, is likely to lead to escalating costs. Management, however, also contributes to an OPEB trust fund with a balance of \$12.5 million for fiscal 2019, according to the town.

As of June 30, 2018, Andover participates in:

- Andover Contributory Retirement System (ACRS), which is 46.87% funded with a proportionate share of the town's net pension liability at \$162.9 million, assuming a 6.25% discount rate as of fiscal 2018; and
- Andover's defined-benefit, postretirement health-care plan, which is 8% funded with an OPEB liability of about \$145.7 million.

ACRS is currently on track for full funding by fiscal 2035, five years ahead of the commonwealth-mandated 2040 deadline. We attribute this low funding to numerous years of underfunding, aggressive assumptions, and weak market performance. While the town is currently managing these costs, contributions will increase by 7.2% annually; contributions could be even higher if market conditions were to weaken and management does not meet actuarial assumptions.

Management's OPEB policy is to contribute 0.4% of the general budget toward the OPEB trust fund, coupled with any health-insurance savings and 100% of the required contribution from water-and-enterprise funds. In accordance with

this policy, the town appropriates about \$2 million toward the OPEB trust in fiscal 2020, after contributing about \$1.8 million in fiscal 2019. Andover has also adopted a plan to fund its OPEB liability in full during the next 36 years.

While we view retirement costs as high, we note the town has managed them. Andover has maintained stable financial performance during the past three fiscal years. In our opinion, however, these costs will likely create long-term budgetary pressure, potentially weakening budgetary performance and reserves.

### **Strong institutional framework**

The institutional framework score for Massachusetts municipalities is strong.

## **Outlook**

The stable outlook reflects S&P Global Ratings' opinion that management will likely continue to produce consistent financial performance, leading to the maintenance of strong budgetary flexibility. In our opinion, a very strong underlying economy and liquidity and strong debt profile provide additional rating stability. Therefore, we do not expect to lower the rating during our two-year outlook. Although unlikely, we could lower the rating if budgetary performance and flexibility were to experience sustained, significant deterioration.

## **Related Research**

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Criteria Guidance: Assessing U.S. Public Finance Pension And Other Postemployment Obligations For GO Debt, Local Government GO Ratings, And State Ratings, Oct. 7, 2019
- 2019 Update Of Institutional Framework For U.S. Local Governments

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

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## GLOSSARY OF TERMS

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

## GLOSSARY OF TERMS

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

## GLOSSARY OF TERMS

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

## GLOSSARY OF TERMS

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

## GLOSSARY OF TERMS

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