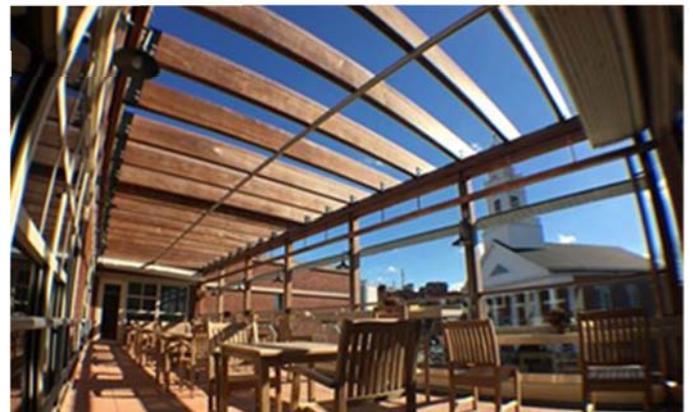


TOWN OF ANDOVER

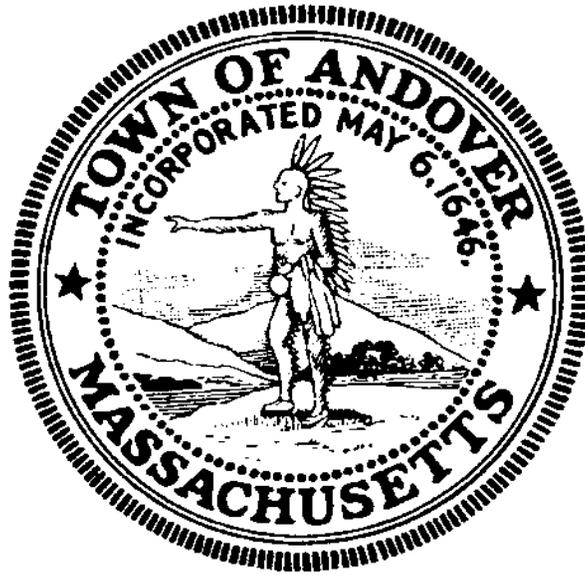


ANNUAL TOWN REPORT 2016



TOWN OF ANDOVER

2016 ANNUAL REPORT



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

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TOWN OF ANDOVER
BOARD OF SELECTMEN
2016



Board of Selectmen, from left to right: (standing) Paul J. Salafia, Chair; Alex J. Vispoli, Vice-Chair; Robert A. Landry; Daniel H. Kowalski; (seated) Mary T. O’Donoghue, Secretary; Andrew P. Flanagan, Town Manager; and John Mangiaratti, Deputy Town Manager.

Vision Statement of the Board of Selectmen

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

BOARD OF SELECTMEN

Term – 3 Years
Elected by Citizens in March

	<u>Member</u>	<u>Date of 1st Appointment</u>	<u>Term Expires</u>
1.	Paul J. Salafia, Chair 283 South Main Street 978-475-3462 psalafia@andoverma.gov	March 2011	March 2019
2.	Alex J. Vispoli, Vice-Chair 7 Alison Way 978-475-7661 avispoli@andoverma.gov	March 2004	March 2019
3.	Mary T. O'Donoghue, Secretary 69 Salem Street 978-337-8159 mary.odonoghue@andoverma.gov	March 2014	March 2017
4.	Daniel H. Kowalski 24 Enfield Drive 978-809-3444 dkowalski@andoverma.gov	March 2012	March 2018
5.	Robert A. Landry 4 Seminole Circle 978-247-6011 rlandry@andoverma.gov	March 2015	March 2018



TOWN OF ANDOVER

Board of Selectmen's Office
36 Bartlet Street
Andover, MA 01810
(978) 623-8210
www.andoverma.gov

Dear Fellow Citizens,

I have been so honored to serve as the Chairman of the Board of Selectmen once again in my third term. It is such a pleasure to serve in a community where its citizens are so involved with town government, energy conservation, education, the elderly, veterans, youth services...the list goes on and on. We are an energized and involved citizenry that loves to work and volunteer to make Andover a better place.

2016/2017 was a transformational year for our community. This fall, Town Manager Andrew Flanagan with Deputy Town Manager John Mangiaratti, launched a new website (Andoverma.gov) which has given all our citizens a much deeper look into how town government works. This simple, easy portal lets you see all the boards and committees in town, their meeting dates, agendas as well as live broadcasts and video achieves. You can report your concerns to our public works department or easily request information from any of our departments and committees. And, of course, it will give complete transparency on how your tax dollars are being spent. This informational and interactive resource is updated in "real time" and will allow so many more ways for you to stay in touch with your community. I urge you to use this valuable interactive and informational resource.

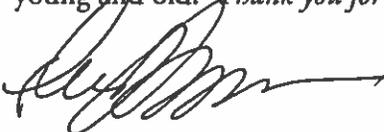
Andover has once again been designated as a AAA bond rated community. This designation recognizes Andover's commitment to excellence in municipal finance and, in turn, allows us to borrow at a much more favorable interest rate which ultimately maximizes how we use your tax dollars.

Andover has taken a leadership roll in addressing the opioid crisis that is plaguing communities across the nation. In his first full year, our Community Support Coordinator Sobhan Namvar under the direction of Chief Patrick Keefe has achieved real, measurable results for people struggling with addiction in our town. While many of our neighboring communities are experiencing a rise in addiction incidents, our incidents are significantly down and Andover's program has become a model for like communities across the commonwealth. Our town should be proud of these results and we should all support these ongoing efforts in the year to come.

Though Andover's successes are many, there is still much work to be done. We have taken some important initial steps to address our long term liabilities for both OPEB (Other Post Employment Benefits) and employee retirement. For these significant liabilities to become more manageable, it will take hard work and the sacrifices of many. With an open mindedness and a willingness to solve the problem, we will collectively be able to achieve meaningful change. We owe this to future generations of Andover's citizens. This year we completed a detailed study of all of our town and school buildings which you can see at andoverma.gov. We now have a "Facilities Master Plan" which revealed a long list of deferred maintenance items and a number of deficiencies. The town manager, board of selectmen, school superintendent and school committee are working, in concert, on a multi-year program to implement a plan of action as well as how to fund our town's ongoing facility needs.

A top priority of the Andover Board of Selectmen is to keep our residential tax rate as stable and as low as possible. Controlled spending and a brisk program of sensible economic development are key components in that endeavor. The Board of Selectmen, EDC (Economic Development Council) and the Andover Planning Department are focused on attracting projects that will expand our commercial/industrial tax base while keeping a watchful eye on preserving our classic New England downtown, not overburdening our schools and being sensitive to our residential neighborhoods. In this year's town meeting warrant there are zoning articles that will promote economic development. The Historic Mill District, Dascomb Road and River Road are prime areas of town that will continue to give us the solid commercial tax base we need to help slow the growth of your residential tax bill while providing exciting new services so that our citizens can "work – live – play" right here in their home town.

In closing, I would like to thank the hundreds of our town employees and citizens that volunteer on boards and committees, work for our youth, seniors and veterans. You man our fire trucks and police cruisers that keep us safe. You plow our roads, teach our children, keep our library vibrant. You keep our water safe and clean and you make sure we enjoy the many wonderful amenities that Andover offers all its citizens young and old. *Thank you for all you do.*



Paul J. Salafia
Chairman,
Andover Board of Selectmen



Andrew P. Flanagan
Town Manager

TOWN OF ANDOVER

TOWN MANAGER'S OFFICE
36 BARTLET STREET
ANDOVER, MA 01810
(978) 623-8210
WWW.ANDOVERMA.GOV

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

Over the past eighteen months it has been my privilege to be introduced to the community including meeting residents, business owners and our regional partners. Andover defines the concept of "sense of community." The quality of the Town and the success of the municipal organization is clearly reflected by the level of citizen engagement and participation and the common goal of moving Andover forward.

I am pleased to report that 2016 was a year of extraordinary progress for the Town of Andover that included investment in our infrastructure, improvements to our financial and budgeting processes, historical economic development and steps to continue to promote an organizational culture of excellence, professionalism and efficiency.

In January 2016, I declared that 2016 would be the year of the downtown. Building off the progress of the establishment of the Historic Mill District, the Town was provided with the opportunity to truly move forward with establishing mechanisms that will make our downtown a destination.

Moving forward with a Town Yard project has continued to be a priority of the Town and the Board of Selectmen for the past decade. The 2016 Annual Town Meeting voted to take the following steps towards realizing the construction of a new Municipal Services Facility and creating an historic economic development opportunity for the downtown:

1. Appropriated \$2,250,000 from Free Cash to purchase 5 Campanelli Drive.
2. Supported sending a Home Rule Petition to the Legislature that will establish a Municipal Services Facility Mitigation Fund for the purposes of using specific revenues from the future reuse of the site of the current Town Yard (11 Lewis Street) to mitigate the financial impact of constructing a new facility at 5 Campanelli Drive. The Home Rule Petition has been approved by the legislature.
3. Appropriated \$900,000 from General Fund Taxation (Capital Projects Fund) to fund the design and engineering phase of the Municipal Services Facility Project which has been completed.

The plan presented to Town Meeting included that the capital capacity (\$900,000) associated with funding the design phase in FY2017 would be shifted from General Taxation to Non-Exempt Debt Service in FY2018. This will offset the costs associated with the construction phase of the project and allow the overall project to be funded within the levy and limitations of Proposition 2 ½ and will not require a debt exclusion vote. I am pleased to report that the project is on track and consistent with the commitments made to Town Meeting in 2016.

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

Andover was selected as one of four municipalities internationally to participate in a peer consultancy project with the International City/County Management Association (ICMA) to launch the “Imagine Andover” project. The Town was able to leverage expertise and best practices from around the country and facilitated a community dialogue about the future of Downtown Andover. The product of this effort was the development of a road map and “playbook” of best practices to further enhance the vibrancy of Downtown Andover.

In July of 2016, I moved forward with reorganizing the Town’s service divisions (Recreation, Youth Services, Elder Services and Veterans Services) as a single Department of Community Services. The goal and objective of the reorganization was to streamline operations, establish efficiencies and expand service delivery by functioning as one department. I am grateful to the leadership of the new Director of Community Services, Joseph Connelly, who has been instrumental in the successful implementation of the reorganization. Mr. Connelly came to Andover and joined the Senior Management Team with 22 years of experience as a department head and having served four municipalities.

For the first time in the history of our Town, Andover was awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA). The award is reflective of “the commitment of the governing body and staff to meeting the highest principles of governmental budgeting.” The award is consistent with the objectives and principles of my Administration to establish both transparency and accountability within our budgeting systems and reporting.

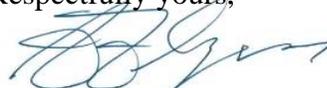
In 2016 we welcomed John Mangiaratti as Andover’s new Deputy Town Manager. Mr. Mangiaratti came to Andover having served as the Assistant Town Manager in Westford for the past 11 years. John’s guidance, leadership and contributions to the strategic goals of the Board of Selectmen over the past year has contributed extensively to the collective successes of the organization.

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

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

In closing, I want to thank the residents for their input, collaboration and passion for Andover. I look forward to working with you over the next year as we move forward with what will be an exciting period for our Town.

Respectfully yours,



Andrew P. Flanagan
Town Manager

TOWN OF ANDOVER

MISSION & VALUES STATEMENT

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

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

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

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

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

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

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

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

- 3.1 Recruit, develop and retain a highly skilled workforce

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

VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY

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

VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY

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

VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY

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

THE ANDOVER VISION

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

QUALITY EDUCATION

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

OPEN SPACE AND RECREATION

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

VIBRANT DOWNTOWN

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

SMALL-TOWN CHARACTER

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

CITIZEN PARTICIPATION

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

HISTORICAL HERITAGE

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

CULTURAL DIVERSITY

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

FINANCIAL STABILITY

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

HEALTHY AND SAFE ENVIRONMENT

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

MANAGEMENT OF NATURAL RESOURCES

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

TOWN SERVICES

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

HUMAN SERVICES

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

TRANSPORTATION

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

COMMUNITY DEVELOPMENT PLAN

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

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

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

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

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

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

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

TOWN OF ANDOVER DEPARTMENT/DIVISION HEAD DIRECTORY

Chief Information Officer	Paul J. Puzzanghera
Community Development & Planning Department	
Director of Health	Thomas G. Carbone
Director of Planning	Paul T. Materazzo
Director of Conservation	Robert J. Douglas
Inspector of Buildings	Christopher A. Clemente
Electrical Inspector	Paul J. Kennedy
Plumbing, Gas & Sewer Inspector	Richard K. Danforth
Community Services Director	Joseph J. Connelly
Recreation Services Director	Kimberly A. Stamas
Elder Services Director	Annmary Connor
Emergency Management Director	Police Chief Patrick E. Keefe
Finance and Budget Department	
Finance Director	Donna M. Walsh
Chief Assessor	David A. Billard
Collector/Treasurer	David J. Reilly
Purchasing Agent/Insurance Coordinator	Thomas P. Watkins
Fire Chief	Michael B. Mansfield
Human Resources Director	Candace A. Hall
Municipal Services Director	Christopher M. Cronin
Plant and Facilities Department	
Deputy Director	Edwin S. Ataide
Superintendent of Buildings	Edwin S. Ataide
Superintendent of Parks and Grounds	Paul E. Sanborn
Police Chief	Patrick E. Keefe
Executive Officer	Edward Guy, III
Public Works Department	
Deputy Director/Highway Superintendent	Roger-Marc Fournier
Water & Sewer Superintendent	Morris Gray
Water Treatment Superintendent	James McSurdy
Town Engineer	Brian W. Moore
Memorial Hall Library Director	Beth H. Mazin
Superintendent of Schools	Dr. Sheldon H. Berman
Acting Town Accountant	Donna Walsh
Assistant Town Accountant	Hayley S. Green
Town Clerk	Lawrence J. Murphy
Assistant Town Clerk	Carla Dawne Warren
Town Counsel	Thomas J. Urbelis, Esq.
Town Manager	Andrew P. Flanagan
Assistant Town Manager	John S. Mangiaratti
Veterans Services Agent	Michael Burke
Youth Services Director	William D. Fahey



DIRECTORY OF TOWN OFFICIALS
AS OF DECEMBER 31, 2016

ELECTED

BOARD OF SELECTMEN

Paul J. Salafia, Ch.	- 2019
Alex J. Vispoli, V. Ch.	- 2019
Mary T. O'Donoghue, Sec.	- 2017
Daniel H. Kowalski	- 2018
Robert Landry	- 2018

SCHOOL COMMITTEE

Joel G. Blumstein, Ch.	- 2017
Susan McCready	- 2018
Paul Murphy	- 2019
Shannon Scully	- 2019
Ted E. Teichert	- 2018

ANDOVER HOUSING AUTHORITY

Calvin A. Deyermund, Ch.*	- 2021
Francis A. O'Connor, V. Ch.	- 2020
Daniel T. Grams	- 2021
John K. O'Donohue	- 2019
Mary T. Wesson	- 2018

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

GREATER LAWRENCE TECHNICAL SCHOOL DISTRICT COMMITTEE

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

TRUSTEES OF PUNCHARD FREE SCHOOL

Dr. Eric Stubenhaus, Ch.	- 2018
Charles Hanes	- 2018
Steven Pekock	- 2019
Donald F. Schroeder	- 2017
James Sutton	- 2017

TOWN MODERATOR

Sheila M. Doherty	- 2017
-------------------	--------

CORNELL FUND TRUSTEES

Richard J. Bowen	- 2017
Kenneth B. Ozoonian	- 2018
Calvin G. Perry	- 2019

APPOINTED

TOWN MANAGER – ANDREW P. FLANAGAN

BOARD OF ASSESSORS

Dennis M. Adams - 2018
David A. Billard - 2019
Lewis C. Trumbore - 2018

AUDIT COMMITTEE

Steven S. Sintros, Ch. - 2018
Steven G. Caron - 2017
Robert E. Finneran - 2018
Kathleen O. Sherman - 2017

BALLARDVALE FIRE STATION BLG. COMM.

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

BALLARDVALE HISTORIC DISTRICT COMM.

Joanna L. Reck, Ch. - 2019
Diane Derby, V. Ch. - 2017
Leo M. Greene, Sec - 2018
Ronald Abraham - 2018
Remi Machet - 2018
Gary R. Rowe - 2017
Robert Branca, Alternate - 2019
Matthew Pimentel, Alternate - 2019

CONSERVATION COMMISSION

Donald D. Cooper, Ch. - 2017
Thomas Brady - 2019
Alexandra Driscoll - 2018
Floyd S. Greenwood - 2017
Jon M. Honea - 2019
Kevin J. Porter - 2019
Ellen McCarthy Townson - 2018

COMMISSION ON DISABILITY

Julie E. Pike, Ch. - 2019
Justin J. Coppola, Jr. - 2019
Justin Coppola, Sr. - 2019
Bernadette L. Lionetta - 2019
Stephen W. Surette - 2017

CONTRIBUTORY RETIREMENT BOARD

James A. Cuticchia, Ch. - 2017
Thomas P. Hartwell - 2017
Elena M. Kothman - 2019
Anthony K. Stankiewicz - 2017
Donna Walsh, Ex-Officio

COUNCIL ON AGING

Margaret V. O'Connor, Ch. - 2019
Kenneth L. DeBenedictis, V. Ch. - 2018
Marian Bicking - 2019
Kathleen M. Devanna - 2017
Joan M. Fox - 2019
Jane M. Gifun - 2018
Tana Goldberg - 2019
Joseph T. Ponti - 2018
Kimberly Rainen - 2019
Thomas Rando - 2019

CULTURAL COUNCIL

Molly Ann Foley. Co-Ch. - 2018
Nora Kay Pelt, Co-Ch. - 2018
Linda C. Carpenter - 2018
Judith Farzan - 2018
Rosemary Halloran - 2018
Denise Johnson - 2019
Pervez Mohammed - 2019
Sally Matson - 2019
Lenore Price - 2019
Lisa Primes - 2017
Susan Smith - 2018
Demetrius Spaneas - 2019

DESIGN REVIEW BOARD

Craig Gibson, Ch. - 2017
Eric I. Daum - 2018
Suzanne Korschun - 2017
Paul W. Maue - 2019
Anita M. Renton - 2019

ELDERLY TAX AID COMMITTEE

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

FINANCE COMMITTEE*

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

*Appointments made by the Town Moderator

BOARD OF HEALTH

Dr. Gopala K. Dwarakanath, Ch. - 2018
Pamela Linzer, V. Ch. - 2017
Carolyn Dymond, Clerk - 2018

HOUSING TRUST FUND TRUSTEES

Linda A. O’Connell, Ch. - 2019
Charles W. Wolf, Jr., Treas. - 2018
Carolyn Hall Finlay, Sec. - 2019
David B. Currie - 2019
Andrew P. Flanagan - 2019
Susan Shepard - 2017

INF. TECHNOLOGY ADVISORY COMM.

Jeffrey Ruck - 2018
Julie Wright - 2018

MEMORIAL HALL LIBRARY TRUSTEES

Karen M. Herman, Ch. - 2017
Carolyn A. Fantini, Sec. - 2019
Molly Ann Foley - 2019
John P. Hess - 2018
Laurence J. Lamagna - 2018
Anthony J. Straceski - 2018

ECONOMIC DEVELOPMENT COUNCIL

John W. Fenton, Ch. - 2018
T. Bardley Duffin, V. Ch. - 2018
Shawn Carroll - 2018
Marlene P. Hoyt - 2018
Christopher Joel - 2019
Andrea Leary - 2018
Michael J. Morris, Jr. - 2019
Holly Nahabedian - 2018
Gil Stevens - 2019
Dana Stocks - 2019

GREEN ADVISORY BOARD

Girish S. Rao, Ch. - 2017
Melanie A. Cutler - 2017
Donald Michelinie - 2019
Anil V. Navkal - 2017
Iric L. Rex - 2018
Charissa Rigano - 2018
Austin C. (Chad) Stern II - 2018

HOUSING PARTNERSHIP COMMITTEE

Ann T. Cobleigh, Ch. - 2019
William R. Ahearn, IV - 2017
Vinod K. Bhandari - 2019
Kevin M. Cuff - 2017
Francis A. O’Connor - 2017
Austin Simko - 2017
Edward J. Smith - 2018

PATRIOTIC HOLIDAY COMMITTEE

Calvin A. Deyermund, Ch. - 2017
James F. Bedford - 2017
Veterans Serv. Agent Michael Burke - 2017
Laurie M. Farris - 2017
Robert S. Hamilton - 2017
Fire Chief Michael B. Mansfield - 2017
R. Scott Parrish - 2017
Calvin G. Perry - 2017
Francis Rittershaus - 2017
Stephen H. Wallingford - 2017

PERMANENT TOWN BLDG. ADV. COMM

Richard Feldman, Ch. - 2019
Kim Sousa, V. Ch. - 2019
Daniel Casper - 2019
David Giangrande - 2019
Mark Johnson - 2019

PLANNING BOARD

Joan H. Duff, Ch. - 2019
 Austin Simko, V. Ch. - 2021
 Zachary Bergeron - 2021
 Vincent Chiozzi, Jr. - 2021
 Ann W. Knowles - 2019
 Rocky Leavitt – Associate - 2021

PRESERVATION COMMISSION

Karen Herman, Ch. - 2018
 James Batchelder - 2018
 Arnold Dyer, Jr. - 2019
 Leslie Frost - 2017
 Craig Gibson - 2019
 Leo Greene - 2019
 Mark Ratte - 2019
 Joanna Reck - 2017

SCHOLARSHIP COMMITTEE

David J. Reilly, Ch. - 2017
 Kate Allard - 2017
 Carolyn R. Hanson - 2017
 Kathy Hess - 2017
 Janis J. Hill - 2017
 Dr. Eric Stubenhaus - 2017

SPRING GROVE CEMETERY TRUSTEES

John S. Bigelow, Ch. - 2017
 William A. Canane - 2019
 Sandra L. Dearborn - 2019
 Richard Morrissey - 2017
 Gail Ralston - 2018

DIR. OF EMERGENCY MANAGEMENT

Police Chief Patrick E. Keefe - 2017

GR. LAWR. COMM. ACTION COUNCIL

Kenneth E. MacKenzie, Esq. - 2017

INSPECTOR OF ANIMALS

Wayne D. Nader - 2017

MBTA ADVISORY BOARD

Katherine O’Neil - 2017

MERR. VALLEY REG. TRANSIT AUTHORITY

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

POET LAUREATE COUNCIL

Leslie Malis - 2019
 Peter Caruso - 2019
 Jame Dietzel-Cairns - 2019
 Karen Harris - 2019
 Susan Lenoe - 2019
 Barbara Longworth - 2019
 Susan Smith - 2019

BOARD OF REGISTRARS

William T. Downs - 2019
 Christopher Falvey - 2018
 Gerald F. Gustus - 2017

TOWLE FUND TRUSTEES

Christopher Doherty - 2019
 Randall Hanson - 2018
 Jane Morrissey - 2018

TRIAD COUNCIL

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

ZONING BOARD OF APPEALS

David W. Brown, Ch. - 2017
 Denise Bordonaro – Associate - 2017
 Brian Corrigan – Associate - 2019
 Kathy Faulk – Associate - 2018
 Neil Magenheim - 2018
 Carol McDonough - 2019
 Elizabeth Oltman - 2018
 Lisa Rechisky - 2019
 Tara Wilson - 2017

FOREST WARDEN

Fire Chief Michael B. Mansfield - 2017

GR. LAWR. SANITARY DISTRICT REP.

Christopher M. Cronin - 2017

KEEPER OF THE LOCKUP

Police Chief Patrick E. Keefe - 2017

MERR. VALLEY PLANNING COMMISSION

Joan H. Duff - 2017

VETERANS SERVICES AGENT

Michael Burke - 2017

**ELECTION RESULTS FOR ANNUAL TOWN ELECTION - ANDOVER MASSACHUSETTS
MARCH 22, 2016**

PRECINCTS: P-1 P-2 P-3 P-4 P-5 P-6 P-7/7A P-8 P-9/9A TOTALS

MODERATOR - 1 YEAR TERM (1)

SHEILA M. DOHERTY	400	322	462	347	350	267	339	454	410	3351
Blanks	126	125	130	130	123	95	150	160	156	1195
Misc. Others	3	2	5	4	5	3	9	3	4	38
Totals	529	449	597	481	478	365	498	617	570	4584

BOARD OF SELECTMEN-3 YEAR TERM (2)

PAUL J. SALAFIA	287	263	333	265	285	211	297	327	325	2593
ALEX J. VISPOLI	239	248	308	289	266	236	283	334	321	2524
ANN W. GILBERT	371	240	362	245	243	156	245	356	293	2511
Blanks	161	147	191	162	161	126	170	215	198	1531
Misc. Others	0	0	0	1	1	1	1	2	3	9
Totals	1058	898	1194	962	956	730	996	1234	1140	9168

SCHOOL COMMITTEE - 3 YEAR TERM (2)

PAUL D. MURPHY	314	222	350	209	200	157	218	286	252	2208
BILL PERKINS	139	145	177	172	135	148	196	189	223	1524
BOB POKRESS	133	186	177	221	241	175	217	241	237	1828
SHANNON I. SCULLY	327	230	327	240	228	151	214	350	274	2341
Blanks	145	115	163	118	147	99	149	163	154	1253
Misc. Others	0	0	0	2	5	0	2	5	0	14
Totals	1058	898	1194	962	956	730	996	1234	1140	9168

HOUSING AUTHORITY-5 TEAR TERM (1)

DANIEL T. GRAMS	375	312	430	321	333	244	319	416	395	3145
Blanks	153	136	164	158	139	120	176	199	172	1417
Misc. Others	1	1	3	2	6	1	3	2	3	22
Totals	529	449	597	481	478	365	498	617	570	4584

TRUSTEES OF THE PUNCHARD FREE SCHOOL - 3 YEAR TERM (2)

STEVEN R. PEKOCK	364	294	421	307	324	240	312	403	382	3047
Blanks	165	154	175	173	151	124	182	213	187	1524
Misc. Others	0	1	1	1	3	1	4	1	1	13
Totals	529	449	597	481	478	365	498	617	570	4584

52nd ANNUAL FOUNDERS' DAY – MAY 12, 2016

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

TOWN DEPARTMENTS

40 Years of Service

Donald Swenson	Department of Municipal Services
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35 Years of Service

Morris B. Gray	Department of Municipal Services
Donna R. Morse	Elder Services
John N. Pathiakis	Police Department

30 Years of Service

Cecilia K. Blais	Police Department
Joseph P. Cahill	Fire Department
Colleen A. Currier	Accounting Department
Albert G. Deldotto	Fire Department
Daniel N. Guillet	Fire Department
James D. Hashem	Police Department
James S. Misenti	Department of Municipal Services
James R. Moses	Police Department
Clifford J. Pattullo	Fire Department
Eric J. Teichert	Fire Department

25 Years of Service

Alan D. Carifio	Department of Municipal Services
Rita Marconi	Human Resources

20 Years of Service

Roger L. Bachand	Information Technology
William T. Bruner	Public Safety
Robin L. Cataldo	Police Department
Christine M. Collins	Library
Timothy M. Hagerty	Police Department
Michael J. Kirk	Information Technology
Brian Landry	Fire Department
Leo P. Lynch	Department of Municipal Services
Paul T. Materazzo	Dept. of Community Development & Planning
Kimberly A. Stamas	Department of Community Services
Scott G. Weightman	Fire Department
Glenn E. Wilson	Youth Services

15 Years of Service

Brian T. Blouin	Police Department
Jeffrey P. Condon	Fire Department
Salvatore John Denaro	Fire Department
Jeffrey B. Gaunt	Fire Department
Linda A. Lambert	Elder Services
John M. Maloney	Department of Municipal Services
Shawna M. McCloskey	Elder Services
Francisco Melendez	Elder Services
Jane Morrissey	Dept. of Community Development & Planning
Margaret S. O'Brien	Information Technology
David P. Ouellette	Department of Municipal Services
David A. Plummer	Department of Municipal Services
Terrance A. Retelle	Fire Department
Lisa M. Lagrasse Schwartz	Dept. of Community Development & Planning
Joseph E. Sgrosso	Department of Municipal Services
John D. Teichert	Public Safety
Jerome A. Welch	Department of Municipal Services

10 Years of Service

Wayne R. Belloir	Department of Municipal Services
Susan Buckley	Library
Jacki A. Byerley	Dept. of Community Development & Planning
Thomas G. Carbone	Dept. of Community Development & Planning
Clare Curran-Ball	Library
Daniel J. Devine	Police Department
Francis M. Fitzpatrick	Police Department
Kathleen A. McDonald	Library
Christopher Moore	Police Department
David C. Pas	Fire Department
John J. Peterson	Public Safety
Ihor Raniuk	Department of Municipal Services
Paul Sanborn	Department of Municipal Services
Gregory M. Scott	Police Department

SCHOOL DEPARTMENTS

45 Years of Service

Kerry A. Costello	Andover High School
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30 Years of Service

Patricia Ann Hajj	South Elementary School
Nancy P. Walke	Andover High School

25 Years of Service

Nancy D. Lundgren	Sanborn Elementary School
Peter Otis	High Plain Elementary School
Patricia A. Spring	High Plain Elementary School

20 Years of Service

Constance M. Barber	South Elementary School
Marjorie B. Britton	Shawsheen School
Deirdre R. Carty	High Plain Elementary School
Susan A. Choquette	Andover High School
Ellen P. Gaudiano	Andover High School
James G. Gioia	West Elementary School
Cynthia R. Girard	High Plain Elementary School
Lynne J.M. Gorrie	Doherty Middle School
Nancy E. Hood	West Elementary School
Ann M. Kirwin	West Elementary School
Kim K. Lieberman	Wood Hill Middle School
Carol S. Martini	Andover High School
Kenneth E. Matteucci	Doherty Middle School
Jean A. Murphy	South Elementary School
Deborah A. Navarro	Bancroft Elementary School
Cynthia A. Pilla	Andover High School
Stephanie L. Ragucci	Andover High School
Denise F. Russell	Doherty Middle School
Stephen J. Sanborn	Andover High School
Mary-Beth Smith	West Elementary School

15 Years of Service

Megan E. Aioldi	Sanborn Elementary School
Matthew J. Bach	Andover High School
Patricia S. Calley	Shawsheen School
Jennifer H. Collins	Andover High School
Suzanne J. Crowley	Sanborn Elementary School
Kelly L. Dougherty	High Plain Elementary School
Elizabeth J. Farnham	Doherty Middle School
Rosemary A. Gentile	West Elementary School
Martha A. Giguere	High Plain Elementary School

15 Years of Service (continued)

Kim A. Glesmann	Sanborn Elementary School
Scott L. Govoni	Wood Hill Middle School
Deborah S. Hockman	Food Services
Christopher G. Krueger	Doherty Middle School
Kathleen F. MacDonald	South Elementary School
Ruth G. Masters	Andover High School
Jennifer W. Meagher	Andover High School
Marie L. Messina	West Elementary School
Lisa Y. Miller	Wood Hill Middle School
Scott M. Price	West Elementary School
Beth M. Puleo	Shawsheen School
Laura A. Reagan	Sanborn Elementary School
Katie E. Rurak	Doherty Middle School
Darlene T. Samia	Andover High School
Marie C. Sharis	Food Services
Laura A. Stella	Wood Hill Middle School
Marian S. Terranova	South Elementary School
Sydney Walsh	High Plain Elementary School
Joseph A. Wright	Wood Hill Middle School
Joellen M. Zappas	South Elementary School

10 Years of Service

Kelli L. Artus	West Middle School
Colleen A. Barr	West Elementary School
David R. Blank	Andover High School
Holly Breen	Andover High School
Lori R. Brown	South Elementary School
Kim F. Caraviello	Bancroft Elementary School
Jill S. Celata	High Plain Elementary School
Sharon F. Cole	West Elementary School
Susan F. Comeau	South Elementary School
Gary J. Conrad	Substitute Services
Angela L. Contreras-Gordon	West Elementary School
Patricia A. Croteau	Food Services
Marc D. Deschene	West Middle School
Geraldine J. Fegan	High Plain Elementary School
David T. Giribaldi	South Elementary School
Lisa J. Glickstein	Superintendent's Office
Meredith W. Grimard	High Plain Elementary School
Shannon M. Hartnett	Bancroft Elementary School
Tracy L. Hilton	Bancroft Elementary School
Janice M. Holden	West Elementary School
Colleen M. Kefferstan	West Elementary School
Toni A. Kirby	Andover High School
Marian T. Knight	West Middle School

10 Years of Service (cont'd)	
Gail A. Koutroubas	Food Services
Lawrence J. Lane	West Middle School
Patricia K. Lovely	South Elementary School
Stephanie J. Manning	West Elementary School
Michael R. McCarthy	Andover High School
Robert R. Michaud	Andover High School
Audrey J. Moreland	Doherty Middle School
Darlene S. Ohlenbusch	West Middle School
Michael R. Raymond	Sanborn Elementary School
Milagros E. Rivera	Andover High School
Debra A. Roda	South Elementary School
Joshua M. Shenker	Wood Hill Middle School
Nina C. Soffron	High Plain Elementary School
Julianne M. Toomey-Kautz	South Elementary School
Kristina M. Votto	Bancroft Elementary School
Michael J. Votto	Sanborn Elementary School
Pamela Wright	High Plain Elementary School
Frederick E. Wulff	South Elementary School
Judy S. Wurts	Substitute Services

ELECTED STATE & FEDERAL OFFICIALS

United States Senators:

Updated 3/2017

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

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

United States Representatives:

Honorable Nicola S. Tsongas (D)
Third Congressional District (Precincts 2, 3, 4, 5, 6, 7, 9)
15 Union Street, Suite 401, Lawrence, MA 01840
(978) 459-0101
1714 Longworth House Office Building, Washington, DC 20515
(202) 225-3411 FAX (202) 226-0771
Email: tsongas.house.gov

Seth Moulton (D)
Sixth Congressional District (Precincts 1, 7A, 8)
21 Front Street, Salem, MA 01970
(978) 531-1669 FAX (978) 224-2270
1408 Longworth House Office Building, Washington, DC 20515
(202) 225-8020 FAX (202) 225-5915
Contact: <https://moulton.house.gov/contact/email>

State Senator:

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

State Representatives:

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

James J. Lyons, Jr. (R)
Eighteenth Essex
(Precincts 1, 5, 6, 7, 7A, 8, 9)
12 High Vale Lane, Andover, MA 01810
State House, Room 443, Boston, MA 02133
(617) 722-2460 Fax: (617) 626-0246
Email: James.Lyons@mahouse.gov

HOW CAN WE HELP YOU?

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

Business Hours at the Town Offices: 8:30 A.M. – 4:30 P.M. Monday – Friday
Community Development & Planning
Monday – Friday 8:00 A.M. – 3:00 P.M.

Telephone Numbers:

POLICE/FIRE-RESCUE – EMERGENCY	911
Fire Rescue – Business	978-475-1281
Police Department – Business	978-475-0411
Town Manager	978-623-8210
Recreation Division Classes & Activities	978-623-8340
Department of Municipal Services	978-623-8700
Department of Municipal Services – Highway Division	978-623-8800
Human Resources Office	978-623-8500
Memorial Hall Library	978-623-8400
Center at Punchard (Senior Center)	978-623-8320
Superintendent of Schools	978-247-7011

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

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

Andover’s Population: 32,396

Square Miles: 32

Number of Acres: 20,500

2,073 acres controlled by the Conservation Commission

13 parcels have Conservation easements and 46 parcels have Conservation Restrictions

1,100 acres owned or managed by A.V.I.S.

780.8 acres owned by Commonwealth – Harold Parker State Forest

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

Voter Registration Information: Call Town Clerk’s Office at 978-623-8230

Andover’s Tax Rate: \$15.18 – Residential and Open Land
\$26.46 – Commercial/Industrial & Personal Property

When are Taxes Due: Taxes are due quarterly on the following dates:
August 1st – November 1st – February 1st – May 1st

Excise Tax Information: Call the Assessor's Office at 978-623-8930

Recycling Information:
Questions: Call Municipal Services at 978-623-8700

Curbside Pick-up: Every other week – place curbside by 7:00 A.M. on your pickup day. Single Stream recycling is now available. Recyclable material inclusive of glass (all colors, steel and tin cans, aluminum containers and #1 through #7 plastics.) Recyclable paper products include: newspapers, magazines, junk mail, office paper, paperboard (cereal and cracker boxes - liners removed) and corrugated containers. Cardboard - please break down, flatten and fold boxes, cartons and other pieces of cardboard into 3'x 3' x 2' and weigh less than 50 pounds – then tie or tape them together and place next to your bin.

Complaints/Information: Call Republic Services at 1-800-442-9006, Municipal Services at 978-623-8700 or e-mail at recycle@andoverma.us.

Compost Site: Bald Hill Compost Site - High Plain Road. Permit is required for the disposal of leaves, grass clippings and green garden waste or to pick up compost. Clippings must be removed from container used to transport for dumping. Fines will be assessed for illegal dumping. Please visit www.andoverma.gov/compost for the days and times site is open, how to obtain a permit, the fees and the permit requirements for use of the site or call Municipal Services at 978-623-8700.

Trash Collection Information:

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

Complaints or Inquiries: Call Republic Services at 1-800-442-9006, the Municipal Services at 978-623-8700 e-mail at recycle@andoverma.us.

Dispose of an Appliance: Appliances cannot be left curbside. Their disposal is the homeowner's responsibility. A list of private disposal options may be found in the "Recycling and Trash Guide for Residents" at www.andoverma.gov.

Pothole Snow Removal Complaint: Call the Snow Line at the Highway Division at 978-623-8819

Pothole Claims: Must submit a letter to the Purchasing Department within thirty days of the date of the incident attaching copies of invoices for expenses incurred or contact the office at 978-623-8950 with any questions.

Where to Inquire About or Obtain Licenses & Permits:

Ballfield Permits & Rentals	Facilities Coordinator	978-623-8727
Birth Certificate	Town Clerk's Office	978-623-8230
Building Permits (Construction, Plumbing, Gas, Electrical)	Building Division (Office Hours: 8:00 A.M. – 10:00 A.M.)	978-623-8620
Business Certificate	Building Division and Town Clerk's Office	978-623-8620 978-623-8230
Compost Site Permit	Municipal Services Dept.	978-623-8700
Death Certificate	Town Clerk's Office	978-623-8230
Dog License	Town Clerk's Office	978-623-8230
Fields Rental	Facilities Coordinator	978-623-8727
Food Service License	Health Division and/or Town Clerk's Office	978-623-8640 978-623-8230
Liquor License (Annual or One-Day)	Town Clerk's Office	978-623-8230
Marriage License	Town Clerk's Office	978-623-8230
Open Air Burning Permit	Fire Rescue	978-623-8660
Smoke Detector Permit	Fire Rescue	978-623-8660
Street Opening Permit (<i>Engineering Dept.</i>)	Municipal Services Dept.	978-623-8770
The Park Rental	Town Manager's Office	978-623-8210
Town House Rental	Facilities Coordinator	978-623-8727
Zoning Bylaw Variance	Building Division And/or Board of Appeals Office	978-623-8620 978-623-8600

FINANCE & BUDGET DEPARTMENT

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

FINANCE ADMINISTRATION

The Town Manager's Recommended Fiscal Year 2017 Budget (July 1, 2016 – June 30, 2017) was released on 2/5/16. During the months of February, March and April, meetings were held with the Board of Selectmen, Finance Committee, School Committee and department heads to review the budget and warrant article requests and prepare recommendations for the Annual Town Meeting.

In April, the Finance Committee Report was mailed to over 12,000 households. The Annual Town Meeting began on May 2, 2016, and the Fiscal Year 2017 operating budget (Article 4) was adopted in the amount of \$165,465,347. This budget represents an increase of \$5,597,100 (3.5% increase) over the Fiscal Year 2016 operating budget of \$159,868,247. Capital Project Fund appropriations (Article 5) were \$2,540,000.

Some of the major accomplishments in 2016 are as follows:

- Prepared the Town Manager's Recommended FY-2017 Budget;
- Prepared the Five-Year Capital Improvement Plan for FY-2017 – FY-2021;
- Provided advice and staff support to the Finance Committee;
- Assisted in the preparation of the 2016 Finance Committee Report for the Annual Town Meeting;
- Maintained the AAA bond rating from Standard and Poor's.

ASSESSORS

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

The Assessors must have the values certified by the Department of Revenue on a triennial basis. This recertification process was completed for Fiscal Year 2015 and is scheduled again for Fiscal Year 2020. The Board is responsible for annually meeting all Massachusetts Department of Revenue guidelines for property tax assessments, reporting of valuations and tax billing.

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

CENTRAL PURCHASING

The Purchasing Division processed approximately 2,000 Purchase Orders and 1,000 Requests for Payment for the Town, and 3,956 Purchase Orders and 406 Requests for Payment for the School Department. Approximately 57 Invitations to Bid, Requests for Proposals and Requests for Qualification contracts were advertised and officially opened during this period. The continued utilization of statewide contracts, issued by both the Commonwealth's Operational Services Division (OSD) and the Massachusetts Higher Education Consortium (MHEC) available to municipalities across the state, helped to provide numerous cost savings and benefits to the taxpayers of Andover.

Additional Town departments have been set up and trained on the Requisition and Purchase Order Module in MUNIS. This module provides processing of purchase orders electronically rather than through paper copies, thereby enabling a more streamlined and efficient manner of encumbrance of funds for future payments to vendors. Step by step instructions were created for staff on how to enter a requisition in MUNIS, and subsequently staff were trained on how to use the system. The Purchasing Office looks forward to the opportunity in 2017 to finishing its roll out of the Requisition/Purchase Order Module throughout the Town and School District.

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

Some of the major Requests for Proposal and Bids solicited in 2016 were:

- West Middle School auditorium seating refurbishment
- July 4th fireworks display
- Water Treatment Plant window replacement
- Andover High School track and field renovation
- Andover High School turf field replacement
- Old Town Hall roof replacement
- Woburn Street sidewalk construction
- Water main improvements
- New Municipal Services facility – owner's project management services
- New Municipal Services facility – architectural services
- Wood Hill/High Plain interior painting services
- Purchase of digital scan voting tabulators
- Collins Center façade - architectural services
- Underground fuel storage tank replacement at the DPW Yard
- River Street sidewalk construction
- Ballardvale Fire Station – architectural services
- Balmoral Dam removal

- On-call engineering services for non-building projects
- Demolition of 37-39 Pearson Street
- On-call repair and maintenance services for plumbing, electrical, general construction, masonry, painting and security systems
- Collins Center dressing room upgrades

On November 7, 2016, the Municipal Modernization Act was passed in response to municipal leaders asking for relief from antiquated laws and procedures. A large part of this act was related to construction procurement, and the most significant changes involved the standardization of several of the procurement thresholds and procedures for bidding. As a result of this act, the Purchasing Division updated many of its contracts to coincide with this act and informed all departments on the new changes in the bidding requirements.

The Purchasing Division oversees the Massachusetts Interlocal Insurance Association (MIIA) Rewards Program. This program helps to control and reduce losses and provides future savings on the Town's insurance premiums. The Town was recognized again in 2016 for its high achievement under the Loss Control Program. Participation in the MIIA Rewards Program earned the Town a credit of \$29,351 (an increase of \$4,274 from last year), reducing the Town's insurance premium by that amount.

The Purchasing Division also processed several auto, general, property, casualty and professional liability claims. As a result of these claims, the Purchasing Division recovered \$55,973.33 in funds for the Town.

COLLECTOR/TREASURER

The Collector/Treasurer Division is responsible for the collection, investment and disbursement of all Town monies. Highlights during 2016 are as follows:

- Borrowed \$5,468,000 on June 7, 2016, for 6 months at .6231% for Bancroft School, Town and School building upgrades and water main projects;
- Borrowed \$6,425,000 on December 6, 2016, for 20 years at 2.3464% for the above listed projects;
- Borrowed \$1,844,000 on December 6, 2016, for 6 months at 1.099% for various Town and school projects;
- Monitored online and walk-in credit card payment processing in Community Development and Planning Office for various permit fees that did not exceed \$5,000.00;
- Processed 46,430 real estate tax bills, 39,333 MVX tax bills and 27,050 water/sewer bills;
- Assisted in the implementation of the new tiered water/sewer billing rates;
- Assisted in the transition to a quarterly invoicing schedule for water and sewer usage from the previous semiannual invoicing schedule;
- Continued with outstanding customer service in all areas of real estate, personal property, excise and water/sewer.

Assessors Annual Report 2016

ANNUAL PROPERTY VALUATIONS						
PROPERTY TYPE	FY2014	FY2014	FY2015	FY2015	FY2016	FY2016
	#ACCTS	VALUE	#ACCTS	VALUE	#ACCTS	VALUE
SINGLE FAMILY	8,582	4,957,731,100	8,593	5,186,307,200	8,610	5,200,894,400
CONDO	1,686	418,113,900	1,711	467,471,600	1,725	484,171,800
MULTI FAMILY	295	257,142,300	294	291,645,200	294	336,487,600
VACANT LAND	510	55,353,400	505	56,450,300	487	51,490,900
OTHER RESIDENCE	21	13,780,300	20	13,564,500	22	15,744,400
COMMERCIAL AND CHAPTER	270	558,332,236	270	551,518,313	270	554,955,260
INDUSTRIAL	141	600,935,500	142	602,846,700	141	601,065,800
MIXED USE	156	122,009,200	152	124,760,600	151	125,874,100
PERSONAL PROPERTY	685	246,548,798	662	247,911,769	690	294,625,929
TOTAL	12,346	7,229,946,734	12,349	7,542,476,182	12,390	7,665,310,189

FISCAL YEAR EXCISE COMMITMENTS			
	FY2014	FY2015	FY2016
TOTAL	\$5,214,666	\$5,448,134	\$5,713,504
Number of bills	31,975	32,310	32,941

TAX ABATEMENTS AND EXEMPTIONS						
ANNUAL EXEMPTIONS	FY2014	FY2014	FY2015	FY2015	FY2016	FY2016
	NUMBER	AMOUNT	NUMBER	AMOUNT	NUMBER	AMOUNT
WIDOWS	3	\$1,050	2	\$566	1	\$350
VETERANS	102	\$86,158	98	\$84,043	96	\$83,672
BLIND	14	\$12,556	16	\$13,430	15	\$13,924
SENIORS	28	\$49,940	21	\$38,290	15	\$26,360
DEFERRALS	8	\$34,440	8	\$35,399	5	\$28,063
HARDSHIPS	<u>1</u>	<u>\$554</u>	<u>1</u>	<u>\$662</u>	<u>1</u>	<u>\$467</u>
TOTALS	156	\$184,698	146	\$172,390	133	\$152,836

ANNUAL ABATEMENTS	FY2014	FY2014	FY2015	FY2015	FY2016	FY2016
	NUMBER	TAX AMOUNT	NUMBER	TAX AMOUNT	NUMBER	TAX AMOUNT
RESIDENTIAL	34	\$25,290	43	\$26,395	41	\$72,186
SENIOR VOUCHER	247	\$166,725	187	\$169,109	189	\$161,232
COMM/IND	13	\$192,505	19	\$359,890	10	\$404,036
PERSONAL PROPERTY	<u>4</u>	<u>\$99,092</u>	<u>2</u>	<u>\$4,308</u>	<u>8</u>	<u>\$69,720</u>
TOTALS	298	\$483,612	251	\$559,702	248	\$707,173

TOWN CLERK

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

The Town Clerk's office coordinated the Presidential Primary on March 1st, the Annual Town Election on March 22nd, the State Primary on September 8th and the State (Presidential) Election on November 8th. The November 8th State Election was our first experience with Early Voting. The Early Voting period ran from October 24th through November 4th during normal business hours. In addition, we extended our hours for Early Voting until 8:00PM on Tuesday, October 25th and Tuesday November 4th; as well as from 10:00AM to 4:00PM on Saturday, October 29th. 8,593 voters chose to cast their ballots in person during this period. The Town Clerk's Office also coordinated the Annual Town Meeting which met for two nights, May 2nd and 3rd.

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

Assistant Town Clerk, Kathleen F. McKenna resigned to pursue another career opportunity. In September we welcomed our new Assistant Town Clerk, Carla Dawne Warren.

TOWN CENSUS

In January, the Town Census was mailed to 12,878 households. The Town's population at the completion of the Census was 32,113.

PRECINCT AND VOTERS

Overall the office processed a total of 3,525 new voter registrations in 2016. On November 29, 2016, Chapter 320 of the Acts of 2016 was signed into law by the Governor. This statute was the result of a home rule petition to abolish Sub-precinct 9A by merging it into Precinct 1. The year ended with 24,310 registered voters (22,425 Active and 1,885 Inactive) in Andover's nine precincts and one remaining sub-precinct as follows:

Precinct 1 –	2,174	Precinct 2 –	3,032	Precinct 3 –	2,780
Precinct 4 –	2,784	Precinct 5 –	2,745	Precinct 6 –	2,779
Precinct 7 –	2,082	Sub-precinct 7A –	617	Precinct 8 –	2,617
Precinct 9 –	2,700				

<u>Elections/Town Meetings</u>	<u>Date</u>	<u>No. Voted</u>	<u>% of All Voters</u>
Presidential Primary	March 1 st	11,390	49.2%
Annual Town Election	March 22 nd	4,584	19.7%
Annual Town Meeting	May 2 nd	754*	3.2%
State Primary	September 8 th	1,544	6.6%
State Election	November 8 th	19,572	80.7%

* First Night Attendance

<u>RECORDINGS</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Births Recorded	265	249	253
Marriages Recorded	103	133	137
Deaths Recorded	278	303	284
Dog Licenses Sold	2377	2405	2348
Business Certificates - New	111	98	100
Business Certificates - Renewals	61	73	64
New Voter Registrations	1,330	1,236	3,525

<u>REVENUES</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Marriage Licenses	\$ 2,675	\$ 3,700	\$ 3,350
Certified Copies	19,940	21,330	24,382
Miscellaneous License Income	13,382	13,810	14,100
Liquor License Income	135,175	138,800	142,620
Business Certificate Filings	5,220	5,250	4,935
Miscellaneous Income	3,468	1,653	1,643
Dog Licenses	35,506	30,560	31,785
Non-Criminal Violations	1,475	720	1,550
TOTAL	\$ 216,841	\$ 215,823	\$ 224,365

TOWN COUNSEL

During 2016, Town Counsel made numerous appearances before various State Courts. Formal legal opinions were researched and rendered to Town officials. Court challenges to decisions by the Town's boards and commissions were defended by Town Counsel.

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

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

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

For 2 ½ hours each week on Tuesday mornings Town Counsel provided legal services and consultation at the Town Offices for Town officials, employees and Board and Commission members. These legal services and consultations were provided free of charge to the Town.

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

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

Advice was given regarding the state's conflict of interest law and open meeting law. Responses to public records requests were prepared. Town Counsel also provided a training session for Town employees relating to the new public records law.

Town Counsel was consulted by the Massachusetts Attorney General's Office which enforced violations against a landowner for failure to provide accommodation for persons with disabilities.

Town Counsel represented the Police Chief in a case brought by a person who challenged the Chief's revocation of a gun permit. That case is pending.

Town Counsel provided advice to the Planning Board, Conservation Commission and Board of Selectmen regarding comprehensive agreements and documents relating to an elderly housing project on River Road.

Town Counsel represented the Zoning Board of Appeals in a Court challenge to its decision approving a communications tower.

Town Counsel represented the Building Inspector in a lawsuit against a landowner who was operating a business in a residential zoning district and the Court issued an injunction prohibiting the landowner from doing so.

Town Counsel represented the Planning Board in a Land Court proceeding which challenged the Board's approval of elderly housing on Elm Street. That case was dismissed.

Town Counsel represented the Planning Board and Conservation Commission in proceedings in the Land Court and Superior Court which challenged the Board's and Commission's decisions which approved elderly housing on Lowell Street. The case against the Conservation Commission was dismissed and the Land Court case against the Planning Board is pending.

Drafts of Intermunicipal Agreements with Tewksbury regarding sewer connections were prepared.

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

HUMAN RESOURCES DEPARTMENT

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

Like human resource staff all across the country, our office, too, was consumed by the responsibility to understand and comply with the Affordable Care Act. Human resource staff prepared for months attending seminars and reading countless articles to understand the content of the law before we even began the process of implementation. Compliance with this federal legislation also involved working with a new software provider and BCBS analysts for many months to insure the integrity of the required reported data. It is a complex law and consumed much staff time from late fall to early spring. In the end, the good news is that Andover successfully filed both IRS Employer Form 1094 and Employee forms 1095c. Another arm of the ACA requires that employers monitor the hours of “variable hour” employees to determine eligibility for health care. Fortunately, last year we found only one person to whom we were obliged to offer health insurance. We are now up and running with this issue, but it still represents an extraordinary amount of work for our benefit personnel because much of the reported data must be manually manipulated.

Andover, like all other municipalities, continues to be challenged by the rising cost of health insurance. To address this issue, we continue to work with NFP, our health insurance advisor, and the Public Employee Committee to make necessary changes to the plan design of our current health care offerings. 2016 was no different and changes were made including tiering hospitals and raising co-pays. We also eliminated *Managed Blue for Seniors* and transferred our Medicare eligible employees to our *Medex* plan, thus shifting the burden of claims cost to the federal government. We continue to explore plan design options, and of course, wellness initiatives are always part of our annual work plan.

Recruiting and hiring school and town personnel is a constant in human resources due not only to retirements and resignations, but to the many short-term, temporary positions both Town and Schools depend on during the year. These include substitute teachers, youth and recreation workers, library aides and pages, interns and student teachers, and personnel covering medical leaves of absence. (Many of these employees are the “variable hour” employees referred to in paragraph one.) Human Resources is always a beehive of recruitment activity. Significant hires last year included: John Mangiaratti, Deputy Town Manager, Joseph Connelly, Director of Community Services, Annmary Connor, Director of Elder Services, Sara Stetson, Director of Student Services, Nancy Koch, Assistant Director of Student Services, Michelle Costa, Principal of the Bancroft Elementary School and Tracy Crowley, Principal of South Elementary School, Caitlin Brown and Scott Darlington, Assistant Principals at Andover High School and Rebecca Perry, Assistant Principal of Doherty Middle School.

Finally, we continue to explore ways to improve our operations through more sophisticated technologies. We have been in the process of transitioning to an applicant tracking and on-boarding program that we trust will greatly improve the efficiencies of hiring and tracking all staff. However in preparation for this migration, much collaborative work needed to be done between town and school payroll departments. Once our internal MUNIS data for both Town and Schools is reported in a uniform way, we will be ready to migrate to a new software system, NEOGOV.

POLICE DEPARTMENT

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

VALUES STATEMENT

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

OPERATIONS DIVISION

The Police Department handled 26,872 incidents in 2016, a 7.0% decrease from 2015. There were 323 adult arrests (20% decrease), 248 larcenies (18.0% decrease) and 30 burglaries (36.0% decrease). The Department also responded to 53 calls of domestic abuse, a 4.0% increase over last year. The Department issued 5,836 motor vehicle citations during the year which is a 0% difference from 2015. There were 876 motor vehicle accidents handled by the Department which is a 3.0% decrease.

The Police Department continued to work closely with other Town departments, state and federal agencies and the community throughout the year. The Department continued its partnership with the residents at the Andover Housing Authority and the New Horizons for Youth Program, which is funded within the Department budget. The Department continues with its Prescription Drug drop box located in the Andover Police lobby. This allows residents to discard expired and unneeded medications safely. The Department also hosted two "Take Back Days" where we worked with the community and took back unused medication on two separate Saturdays. In total the Department has taken back in excess of 800 pounds of unused medications. The Department continues to train and carry the opiate antagonist drug NARCAN.

The Department continues to have great success with School Resource Officers assigned to both the Andover High School and the Greater Lawrence Technical High School. Funding for the Technical School position is subsidized by the Technical School. This partnership between the Police Department and the School Departments has been a great success for the community. The Department worked with public and private school departments and NEMLEC STARS to implement the A.L.I.C.E. school safety program and continues training with both public and private schools in the community to work on Emergency Planning, Operations and Communications.

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

The Department is involved in numerous regional initiatives and is an active member in the North Eastern Massachusetts Law Enforcement Council (NEMLEC) which is a consortium of sixty-one Police Agencies and two sheriff departments. We have Officers within the Department that are members of the NEMLEC Regional Response Team, Motor Cycle Unit, K9 Team and SWAT. We also participate in the Boston Area Police Radio Network (BAPER) which allows for interoperable radio communications with other agencies as well as collective purchases for public safety equipment.

The Department also hired two full-time Police Officers, Officer Daniel Vining and Officer Matthew McMahon, filling two retirement vacancies. The new Officers commenced training at the Boston Police Academy on December 4, 2016. They are projected to graduate from the Academy in June, 2016. The Department also promoted two Lieutenants and two Sergeants due to the retirements of Lt. Lee Britton and Executive Officer Charles Heseltine. Sergeants Frank Fitzpatrick and Chad Cooper were promoted to Lt. Officers, and Jeffrey Arleque and Detective Peter Reming were promoted to the rank of Sergeant.

DETECTIVE DIVISION

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

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

COMMUNICATIONS CENTER

The Dispatch Center answers all 911 calls and other calls for service for the Police, Fire and Rescue and any other emergency that involves other Town Departments. They process more than 50,000 calls for service annually. They also have the responsibility of being the backup to the Regional Emergency Communications Center in Middleton. The RECC serves ten communities located in Essex County. The Center is also the control point for District 15 Fire Services which is used during regional emergencies. The Center hired David Carriere, Jr. and Kate Donnelly as full-time Communicators and hired Carrie Donovan and Melissa Kurkijan as part-time Communicators, marking the first time in four years due to retirements and career changes that the Communications Center is fully manned.

SUPPORT SERVICES DIVISION

RECORDS SECTION

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

The Police Department received grant money during 2016. These grants allow the Department to serve the community by providing funding for personnel and other resources. Training and emergency preparedness represented the bulk of the grant funding we received. Highway Safety grants allowed for extra patrols and selective enforcement around high accident locations. E-9-1-1 grants allowed the Department to train and maintain certification for all dispatchers. A Federal Grant also pays for 50% of all new protective body armor for the Officers whose equipment is expired.

COURT AND EVIDENCE

The Court Section processed a total of 343 arrests and 383 summonses. This included tracking all Police Department cases from inception to disposition and coordinating officers' appearances in court. This tracking of evidence also included pieces of property that needed to be analyzed through the State Lab and/or destroyed or issued back to the owner. The Section also processes the 800 lbs. of prescription drugs that get placed in the drop box monthly and collected on scheduled "Take Back Days". In addition, this section assists in tracking District Court cases for other Town Departments such as the Health Division, Building Division, etc. Officer Moses who had been the past Court Officer for seven years changed positions within the Department to Detective. He was replaced by Officer Brian Blouin, who started in his new role in the Department in November.

ANIMAL CONTROL

The Animal Control Officer answered 835 calls for service and received and returned 1,986 phone calls in 2016. He responded to 244 dog complaints and impounded 37 dogs. He also

removed 190 deceased animals. In addition to these removed animals, there were 27 deer struck and killed by motor vehicles in Town. The Animal Control Officer also inspected 87 animal kennels, barns and paddocks in the Town as part of his role as the Town's Animal Inspector.

COMMUNITY SUPPORT COORDINATOR

Sobhan Namvar was hired as the Community Support Coordinator for the Town of Andover in March, 2016. This new position was researched, developed and recruited to help bridge community members with the resources they need to combat addiction of substances and assist community members with mental illnesses. The position collaborates with the Town's School Department, Public Health, Library and Community Support Services Divisions and Regional Organizations in programs geared towards Education, Prevention and Outreach.

Since March, the Community Support Coordinator responded to 148 referrals, connected 122 persons to resources and programs to include detox, rehabilitation, group counseling and outpatient services. He has held 14 educational and outreach programs with Parents, Students, Faculty, Senior Citizens, Faith Organizations, Community Organizations and Community Members. The position also received a \$1,000 Grant from Andover Cares to help purchase the "Hidden in Plain Sight" educational program.



Sobhan Namvar- Community Support Coordinator

TRIAD – CRIME PREVENTION PARTNERSHIP/SENIOR CITIZEN LIAISON

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

COFFEE WITH A COP

The Department working with local Coffee and Food shops started its "Coffee with a Cop" program. The program has Officers interact with the community in a comfortable setting where community members can bring up issues or ask questions regarding public safety or concerns.



Coffee with a Cop Program.

EMERGENCY MANAGEMENT

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

The Chief of Police (EMD) also works closely with other Departments within the Town to ensure that personnel are trained on current emergency trends, techniques and procedures. The members meet regularly during the Town's Emergency Working Group Meetings. This group was instrumental in the solicitation, investigation and funding of the new Emergency Notification System in the Town's School and Municipal Buildings. The group also works with both the School

and Town on Emergency Plans for all buildings and their occupants. The Emergency Working Group is made up of Representatives from Police, Fire, Public Health, Plant and Facilities, Municipal Services, IT, Library, School Department and the Town Manager’s Office.

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

Incidents and Calls for Service		MV Violations	
Alarms Residential/Commercial	1,532	Verbal Warnings	2,034
Animal Control	834	Written Warnings	2,839
Arrests	343	Civil Violations	963
Assault	35	Criminal Complaints	259
Assist Other Agencies	545	MV Arrests	78
Breaking and Entering	30	Total MV Violations	6.173
Disabled MV’s	332		
		High Crash Locations (40 or more)	
Domestic Abuse	53	North Main Street	116
Domestics (No Abuse)	89	Lowell Street	81
Identity Fraud	45	River Road	77
Larceny	253	Main Street	49
Missing Persons	41	Dascomb Road	46
Murder	0	Haverhill Street	41
MV Crashes	876		
Parking Violations	3,374		
Rape	5		
Requested Summons	383		
Robbery	2		
Selective Enforcement	1,038		
Stolen MV	15		
Suspicious Activity	888		
Vandalism	109		
Well Being Checks	297		
Total Incidents	26,872		

ANDOVER FIRE RESCUE

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

VALUES STATEMENT

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

The following are two of the many comments received by residents in reference to the service Andover Fire Rescue provides to our community:

“Turned out I was having a heart attack while mountain biking in Harold Parker State Park. The speed with which you guys responded and got me to Lawrence General Hospital literally saved my life. Thank you!! JP”

“Your personnel are top shelf! Other departments should take lessons from your level of service and caring!” A grateful resident.”

ORGANIZATIONAL ACCOMPLISHMENTS

- All apparatus had computer technology installed in them to enhance response information capabilities.
- Public Safety communications reliability enhancements were performed to include fiber optic cable to Holt Hill and Wood Hill antennae sites.
- Andover Fire Rescue ambulance service was relicensed through the Massachusetts Office of Emergency Medical Services.
- All personnel completed hundreds of hours of training to include active shooter training conducted in conjunction with the Andover Police Department.
- Two emergency call boxes installed at Penguin Park and the Lower Shawsheen Field.
- School communications equipment audited to identify system weaknesses and develop solutions to enhance the systems.



House Fire on Morton Street

Andover Fire Rescue responded to a total of 7,663 incidents, an increase of 252 incidents or 3.4% over last year's numbers.

38.9% of those incidents were directly related to Rescue and Emergency Medical Service responses. 25.3% of the incident responses were classified as other types of incidents, and 9.7% of the incident response volume was classified as false alarms or false calls.

Andover Fire Rescue responded to 247 fire related incidents with 12 of those resulting in total fire losses of over \$608,500. The total value of the structures involved in fire versus the total fire losses indicates that Andover Fire Rescue saved approximately \$6,201,500 from fire due to aggressive firefighting tactics.

Additionally, there were 17 motor vehicle fires with a total dollar loss of \$141,000.

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

<u>Year</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>% Change from 2014 to 2016</u>
Ambulance Responses	2,642	2,842	2,992	+13.25%
Transports	2,109	2,283	2,317	+9.86%
Patient Contacts	3,116	3,328	3,492	+12.07%
Mutual Aid Calls	122	140	116	-4.92%

There were 2,992 ambulance responses as compared to 2,842 in the previous year. These incidents resulted in 2,317 patients being transported to medical facilities. Patient contacts by AFR personnel increased from 3,328 in 2015 to 3,492 in 2016. Patient contacts are defined as someone who was evaluated by Andover Fire Rescue personnel. Mutual aid ambulance responses to surrounding communities decreased from 140 in 2015 to 116 in 2016 which represents a 17% decrease.

Andover Fire Rescue is a stakeholder in attempting to reduce the number of opiate and other substance overdoses that occur within our community. Members of our organization have been working diligently towards this goal by participating in various educational programs, attending specialized meetings and responding to these unfortunate incidents when they occur. Andover Fire Rescue responded to 23 overdose incidents that resulted in three deaths. This is a drastic decrease from the previous year where there were dozens more responses and 9 deaths.

The efforts of many public and private organizations have had a positive impact on this epidemic and we will continue to work and collaborate with all those agencies involved to minimize these overdose incidents even further.

AWARDS

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

	<u>Years of Service</u>
Deputy Chief Albert DelDotto, Jr.	30
Firefighter Joseph P. Cahill	30
Firefighter Daniel N. Guillet	30
Firefighter Brian Landry	20
Firefighter Eric J. Teichert	30
Firefighter Scott G. Weightman	20
Lieutenant Terrence A. Retelle	15
Firefighter Jeffrey P. Condon	15
Firefighter Salvatore J. DeNaro	15
Firefighter Jeffrey B. Gaunt	15
Firefighter David Pas	10

Several members were awarded a Unit Citation for their efforts at a barn collapse on Jenkins Road that had trapped several horses. The size and type of building construction made the rescue of the equines especially difficult and arduous.

Deputy Chief Albert DelDotto, Jr.,
Lt. Robert Stabile
Firefighter John Hines
Firefighter Eric Teichert
Firefighter Timothy Bartlett
Firefighter David Eulie
Firefighter Carl Morrison

A Community Service Award was presented to Lt. Robert Dalton for his efforts over the last five years with regard to the deer hunt program. Lt. Dalton brought many state and local agencies together so that a hunt could be possible in an effort to minimize the size of the deer herd to alleviate the destruction of valuable conservation land.

Several personnel were recognized for their actions at specific emergency responses that had a positive impact/outcome.

The Successful Resuscitation Award was presented to:

Firefighter Todd Collins and Firefighter Brian Flanagan for their efforts in resuscitating a 55-year old male who was found in his home breathless and pulseless.

Firefighter David Eulie, Firefighter Jameson Lockhart, and Andover Police Sergeant Christopher Moore for their efforts in saving the life of a male who went into cardiac arrest and needed CPR

while participating in the Thanksgiving Day Feaster Five Road Race. As a result of their efforts, he made a full recovery.

PROFESSIONAL DEVELOPMENT

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



Training with the Forcible
Entry Simulator



Ice Rescue Training on Haggetts Pond

The personnel of Andover Fire Rescue attended hundreds of hours of training classes that covered such topics as technical rescue response, hazardous materials technician, Emergency Medical Services, terrorism, advanced firefighting techniques, public education and injury prevention.

Four personnel attained post-secondary educational degrees from various institutions within the Commonwealth of Massachusetts.

Deputy Chief Scott Gibson – Bachelor of Science in Fire Science
Deputy Chief Keith Weightman – Masters in Public Administration
Firefighter Timothy Bartlett – Masters in Public Administration/Fire Science Management
Firefighter Thomas Kennedy – Masters in Public Administration/Emergency Management

MUNICIPAL SERVICES

To provide a responsive, well-planned and cost effective capital and maintenance operation for all Town infrastructure. To properly maintain the Town and School buildings, building systems and vehicles. To provide for the enjoyment of the Town's public parks, grounds, forestry and Spring Grove Cemetery. To continuously improve the quality of life for the community by protecting our water resources and by providing safe drinking water, state-of-the-art disposal for our liquid and solid wastes and safe travel on our roadways and sidewalks.

The Administration/Business Office is responsible for long range planning, monitoring of annual budget and assistance to divisions with the capital improvement program development. The Office also manages all personnel records, payroll and coordination of hiring processes for the Department. Responsibilities include development and implementation of departmental policies and provides administrative support for all divisions. The business office coordinates facility rentals of the Old Town Hall, athletic fields, school gyms and auditoriums and communicates with the public for transference of information via the Town's website, social media, press releases and any other forms of communication as needed.

Plant and Facilities is organized under the Department of Municipal Services. The division provides scheduled and routine maintenance to all Town and School buildings, building equipment, traffic signals and Town owned street lighting. Plant and Facilities maintains the Town fuel depot and all Town owned vehicles and motorized equipment. The division is also responsible for managing all major building related capital projects and capital improvements for all areas of responsibility.

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

BUILDING AND VEHICLE MAINTENANCE

Building and Vehicle Maintenance closed the following routine maintenance and repair work in addition to the projects outlined below.

<u>BUILDING MAINTENANCE AND MECHANICAL/ELECTRICAL DIVISIONS</u>	2014	2015	2016
School - Work Orders	2,124	2,033	2,039
School Labor Hours	22,797	19,745	18,620
School - Total Labor and Material Cost	\$1,353,611	\$1,406,044	\$1,964,967
Town - Work Orders	1,232	1,309	1,279
Town Labor Hours	9,838	10,277	10,848
Town - Total Labor and Material Costs	\$808,283	\$1,236,808	\$1,409,838

VEHICLE MAINTENANCE	2014	2015	2016
Gallons			
Gasoline	76,281	74,828	74,485
Diesel	50,065	56,848	48,560
Total	126,346	131,676	123,045
Dollars			
Gasoline	\$238,057	\$179,895	\$130,160
Diesel	\$170,012	\$144,721	\$80,745
Total	\$408,069	\$324,616	\$210,905

Work Orders	1,144	1,254	1,123
Vehicle Maint - Labor in hours	4,982	5,326	5,022
Vehicle Maint- Total Labor and Material Costs	\$539,863	\$716,623	\$549,291

2016 PROJECT ACCOMPLISHMENTS

<u>All Town Buildings</u>	-	<u>All Schools</u>
Facility Assessments		Facility Assessments
Bring Emergency power to all data center switches		Bring Emergency power to all data center switches
<u>Ballardvale Playground</u>	-	Cable pulling project
Water bubbler bottle filling station		<u>Administration-Schools</u>
<u>Center at Punchard/Elder Services</u>	-	Student Services HVAC Upgrade
Create Health Office in storage closet		Superintendent's Office HVAC Upgrade
Install three storm windows in room 2		Copy Center Ceiling
<u>Memorial Hall Library</u>	-	Remove wall in HR file storage
Stone wall repair		Install door and wall in IT area
Upgrade lighting in restrooms		Remove counters, prep/paint walls in IT area
Exterior roof patio		<u>Andover High School</u>
Remove underground oil tank		Painting all building railings
Replace fire alarm controller and equipment		Track replacement project
<u>Old Town Hall</u>	-	Turf replacement project
Slate roof replacement		Paint boys/girls locker rooms and weight room
<u>Public Safety Center</u>	-	Remove underground oil tank
Repair of wash bay drainage (by contractor)		Window washing
Sidewalk repairs		Room 375 renovation for SPED
Camera replacement project		Sidewalk replacement
Foyer display case		Complete 3 team rooms w/new lockers in Dunn Gym

<u>Public Safety Center (cont.)</u>		<u>Andover High School (cont.)</u>
<u>Red Spring Road</u>	-	Wiring all rooms for technology
Paint exterior of building		Pressure wash façade
Parking lot lights		<u>Bancroft School</u>
<u>Town Offices</u>	-	New parking area
Radon mitigation system		Crack of concrete floor in café and foyer, stain
New rubber tiles in lower level hallway		<u>Collins Center</u>
Renovate Deputy Town Manager's Office		Major electrical repairs
New carpeting in the Town Manager's Office		<u>Doherty School</u>
Boiler replacement project		Replace boys room (reglazing of tile)
<u>Town Public Locations</u>	-	Interior camera installation
Street lights		Exterior window replacement
<u>Town Yard - 11 Lewis Street</u>	-	Locker replacement
Removal of underground gasoline tank		Masonry repairs
<u>West Fire Station</u>	-	Renovate team room for orchestra room
Radon mitigation system		Wire auditorium for live video broadcast
<u>Wood Park</u>	-	Renovate restrooms for accessibility
Paint wood fence		Install classroom security cylinders
<u>Water Treatment Plant</u>	-	<u>High Plain Elementary/Wood Hill Middle Schools</u>
Bancroft Pump Station pumps		Interior painting
<u>Youth Center</u>	-	<u>Sanborn School</u>
Kitchen equipment installation		Install new mobile serving line in kitchen
Set up Phillips room for live broadcasting		Remove UST
Installation of second exhaust hood in kitchen		<u>Shawsheen School</u>
Installation of security monitors in 3 offices and lobby		Install new water line into building
Installation of Air Curtain over Servery opening		Boiler and piping modifications
Hand rail project - rear stairs and handicap ramp		
Lighting on Energy Management System		

<u>School Buildings (cont.)</u>
<u>South School</u>
Major cleaning of entire building
Exterior wall pac lights
Replacement and cleaning of café ceiling

Construction of two offices in Library
<u>West Elementary</u>
Interior camera installation
Hallway lighting
Build walls in library to separate computer room and classroom
<u>West Middle School</u>
Hallway lighting upgrades
Auditorium seats replacements
Boiler Project - Phase 2
Parking lot extension
Paint Café wood walls
Replace exterior door in engineering lab and custodial entrance
Air conditioning in room 302
Serving Line Replacement

ENERGY MANAGEMENT AND STREET LIGHTING

Some of our major accomplishments included:

- Purchase of street lights from National Grid
- Completed the power purchase agreement for solar credits
- Locked into contracts for 3 years/each for electricity and natural gas supplies
- Purchased excess solar credits for Greater Lawrence Technical School
- Replaced boilers at Town Offices and Shawsheen School with high efficiency condensing natural gas boilers
- Continued to implement energy efficient systems Town and School wide including smart systems such as variable frequency drives, occupancy and daylighting controls, integrated into the system wide energy management system.
- Completed energy efficient window installation at Water Treatment Plant

ENGINEERING

The Engineering Division performed design and construction work for various projects such as: new water mains on Corbett St., Princeton Ave., Dartmouth Rd., Yale Rd., Harvard Rd., Bowdoin Rd., Ayer St. and a portion of Chestnut St.; drainage improvements on Chandler Rd., Beacon St., Pearson St., Brookfield Rd. and 4 other locations; sewer reconstruction on a portion of N. Main St.; new sidewalks on portions of Woburn St., Essex St., Pearson St., River St., Park St. and Elm St.; and design of upcoming drainage improvements on Chandler Rd. at Samos Ln.

Assistance was provided to the Water/Sewer Division during the various water and sewer repairs and also to the Highway Division during paving work on 23 various streets, misc. drainage and sidewalk repairs. Staff also coordinated with MADOT on the proposed reconstruction of the North Main St. Bridge over the MBTA railroad and the reconstruction of the Essex St. / Pearson St. grade crossing. Work continued for compliance with EPA Stormwater Management regulations,

including performing activities and coordinating with various other departments; participation in the MVPC Stormwater Collaborative; and preparing the town's annual report submitted to EPA in April. Maintenance of the GIS system was performed to continue updating the drainage, water and sewer utility layers; and also creating various maps for other town departments.

The design of proposed roads and utilities on new Subdivision and Site Plans were checked for the Planning Board and inspections of road and utility construction was performed in new developments such as; Northfield Commons, Merrimack College, Riverside Woods, Primrose School, Fraser Drive and Trinity Court. Street opening permits for various utility installations and repairs by Columbia Gas, Verizon, National Grid, Comcast and other private contractors were issued and utility markouts and inspections were performed. This year included new gas mains on Shawsheen Rd., Bancroft Rd., Lewis St., Buxton Ct., Cheever Cir., Johnson Rd., Cedar Rd., Coolidge Rd., Shipman Rd. and Union St. New underground electric and communication lines were inspected on a portion of Main St. Also, Trench Permits were issued, as required by state law, for various trench excavations.

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

ENGINEERING	2014	2015	2016
Storm Drain Design and Construction (ft.)	815	350	467
Sewer Main Design and Construction (ft.)	1,400	160	110
Sidewalk Design & Construction (ft.)	0	1,320	2,607
Water Main Design & Construction (ft.)	15,370	17,250	6,053
Streets Resurfaced (miles)	5.3	8.5	8.7
Street Opening Permits Issued & Inspected	304	219	235
Subdivision/Site Plans reviewed (# plans/# lots)	11/42	12/77	12/66
Subdivision Construction Inspections/Tests:			
Water mains (ft.)	3,340	2,956	4,994
Sewer mains (ft.)	2,458	3,803	1,975
Drain lines (ft.)	1,751	5,562	1,406
Sidewalks (ft.)	400	3,980	367
Roads Paved: Binder coarse (ft.)	1,379	1,054	0
Top coarse (ft.)	1,414	5,065	1,236
GIS utility layer edits	20	15	12
Trench Permits issued (new 2009)	40	52	52
Gas main inspections (ft.)	5,859	12,330	8,695
NGRID Electric street conduit inspections (ft.)	8814	3700	202

FACILITY AND FIELD RENTALS

We have serviced thousands of requests to use our town facilities and fields. These requests come from sports leagues, civic groups, scouts, residents, town and school departments, businesses and theater groups.

Some of our major accomplishments included:

- Accommodating the request from the Merrimack Philharmonic that found themselves without a home to rehearse and hold their performance
- Facilitate a makeover of the diamond fields behind Doherty Middle school that many young people use for baseball and softball. This makeover was a great collaboration between Municipal Services, Andover Little League and Andover Girls' Softball
- Increased use of the Andover Townhouse by many private residents for birthdays, weddings and fundraising efforts for schools and not for profit organizations

FIELDS AND FACILITIES RENTALS	2014	2015	2016
School rentals not including field rentals	3,405	3,506	4,001
Town rentals not including field rentals	201	198	255
Field rentals – Town and School	2,249	2,063	2,054
Total Rentals	5,855	5,767	6,310

HIGHWAY

Some of our major accomplishments included:

- Construction of the new accessible van lane at the Andover High School
- Rehabilitation of a current Town owned space into our new in-house Sign Shop
- Installation of a new bin cover for our street sweepings and catch basin cleanings
- Implementation of Phase 1 of our two-way radio system upgrade

HIGHWAY	2014	2015	2016
Number of streets resurfaced		14	
Total number of miles of road resurfaced	5.1	8.5	8.7
Total number of feet of curbs constructed	2,650	2,500	1,975
Catch basins cleaned	1,897	2,320	2,172
Storm drains/culverts cleaned	178	22	52
Catch basins repaired	48	51	35
Storm drains repaired	17	24	15
Snow storms	6	9	6
Sanding events	17	22	13
Signs repaired/installed	196	214	225
Masonry wall repairs	7	5	4
Sidewalk Design and Construction (lf)	3,500	5,108	4,748

PARKS, GROUNDS AND FORESTRY

PARKS AND GROUNDS

Some of our major accomplishments included:

- Planting a new Pin Oak at West Elementary School
- Assisting in the building of the new garden at the Andover Senior Center
- Installing a new drain at the Andover High School Varsity Baseball Field
- Baseball infield reconditioning at Andover High School, Doherty Middle School, South Elementary School, Sanborn Elementary School and Deyermond Park
- Hosting a Merrimack College Volunteer Day to remove litter and debris at Lovely Field
- Training staff on the maintenance, irrigation and care of the new synthetic turf at Lovely Field

FORESTRY

Some of our major accomplishments included:

- Implementing the new Tree Planting Initiative, planting 24 new trees and shrubs
- Designing and building a new tree watering trailer
- Receiving the Tree City USA designation for the 17th consecutive year
- Processing over 10,000 cubic yards of leaf and yard waste into finish compost for use by Town residents
- Hosting an Arbor Day celebration which honored Norma Gammon, a former Town employee and her family
- Purchasing a new state-of-the art wood chipper
- Implementing a new brush drop off program at the Bald Hill Composting Facility and grinding the wood chips for use by Town residents
- Assisting in the construction of the new Andover Community Garden

A detailed capturing of work performed at School and Town locations was implemented resulting in the information listed below:

PARKS, GROUNDS, FORESTRY	2016
School - Work Orders	139
School Labor Hours	4,825
School - Total Labor and Material Cost	\$127,691
Town - Work Orders	263
Town Labor Hours	18,857
Town - Total Labor and Material Costs	\$527,988

RECYCLING & SOLID WASTE

Some of our major accomplishments included:

- Recycling efforts were expanded in all 10 Andover schools including rolling out organics diversion to include all locations, standardizing the recycling process and, with the help of dedicated parents and volunteers, initiating a Food Rescue Program
- Deployed over 100 new trash and recycling carts to Town and school parks and fields with all fields having the same size and style containers

RECYCLING/SOLID WASTE	2014	2015	2016
Tons of residential refuse collected	9,526	9,325	9,668
Tons of mixed residential paper	2,273	1,607	1,594
Tons of corrugated containers	357	283	399
Tons of glass recycled	1,067	1,418	1,503
Tons of steel/tin containers recycled	63	83	88
Tons of #1 thru #7 plastics	63	83	88
Tons of aluminum materials	63	83	88
Tons of leaves and grass clipping composted	6,575	6,775	6,850

SPRING GROVE CEMETERY

Some of our major accomplishments included:

- Drainage improvements along the railroad bed in the center of the cemetery
- Paving of numerous cemetery roadways
- Planting of a new Pin Oak

CEMETERY	2014	2015	2016
Transactions			
Lots Sold	73	46	91
Full Burials	62	23	48
Cremations	31	25	25
Disinterment's	1	0	1
Repurchase of lots	7	0	6
Revenue			
Lots sales (2/3 Perpetual Care, 1/3 Sale of Lots Fund)	\$37,072	\$35,740	\$78,670
Full Burials	\$17,305	\$18,650	\$43,550
Cremations	\$6,300	\$8,300	\$10,100
Disinterments	\$750	\$0	\$150
Repurchase of lots	(\$3,480)	\$0	(\$4,300)

WATER & SEWER

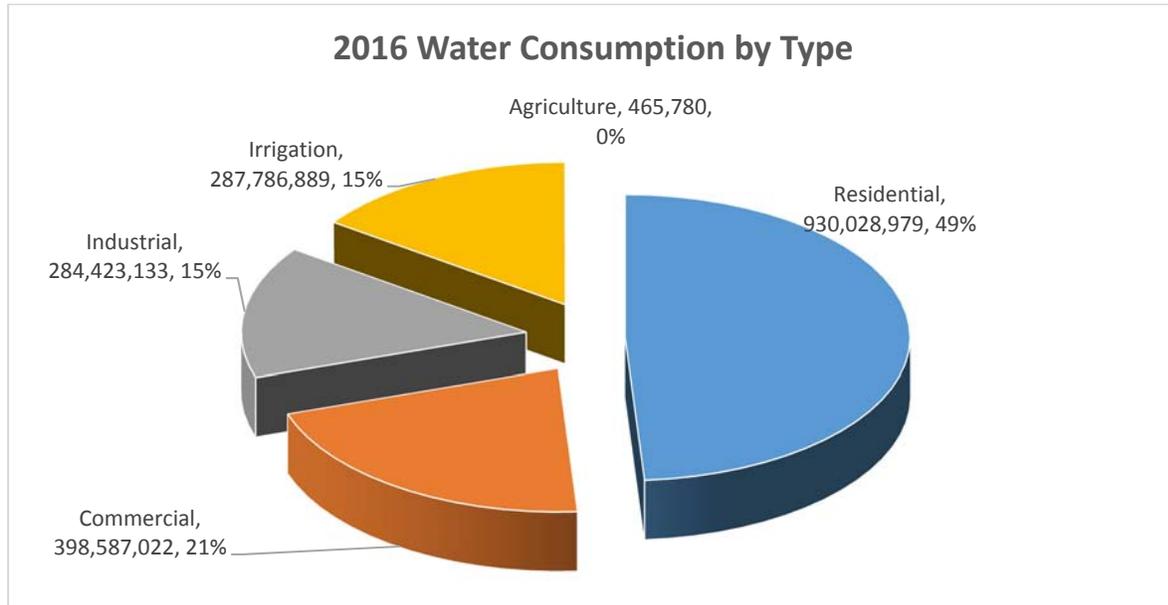
WATER TREATMENT PLANT

The Water Treatment Plant processed more than 2.6 billion gallons of water at a daily average of 7.3 million gallons, to produce over 2.2 billion gallons of finish water which was delivered to the distribution system. To augment available water supplies, 2.1 billion gallons were diverted from the Merrimack River to Haggetts Pond through the Fish Brook pump station. The Fish Brook station was online for a total of 298 days over the course of the year. The chart below illustrates the breakdown of total water consumption.

The Treatment Plant staff continued its partnership with National Grid and DOER securing incentives and rebates for energy projects at the WTP. Projects included installation of two 300 horsepower pumps control systems at the Water Treatment Plant to supply water to the west end of town. The Bancroft Pump Station was also upgraded with new energy efficient pumps and motors. Other major projects included the draining, cleaning and rehabilitation of the steel storage tanks at Prospect Hill and Bancroft Rd. locations. The Water Treatment Plant continues to provide free indoor and outdoor water conservation kits featuring EPA certified WaterSense products to all Andover residents. The kits are available at the Water Treatment Plant and are given away at annual family events such as Vehicle Night sponsored by Memorial Hall Library. The availability of the kits is also advertised in the annual Water Quality Report. The Water Division has continued its partnership with Greenscapes North Shore, which offers workshops focused on water conservation and green landscaping practices as well as school programs geared toward fifth graders on keeping water clean.

WATER TREATMENT

	2014	2015	2016
Gallons of water treated (in millions)	2,807	2,840	2,710
Average daily gallons pumped (in million gal.)	7.7	7.7	7.424
Maximum day (in million gallons)	13.95	13.95	13.3



2016	cu.ft	gallons	Percent Usage	Percent Change
Residential	124,335,425	930,028,979	38%	24.01%
Commercial	53,287,035	398,587,022	16%	53.51%
Industrial	38,024,483	284,423,133	12%	28.68%
Irrigation	38,474,183	287,786,889	12%	20.84%
Agricultural	62,270	465,780	0%	-9.21%
Municipal	6,077,638	125,621,430	5%	12.69%
North Reading	52,163,893	390,185,920	16%	-1.13%
Total	312,424,927	2,417,099,153		22.36%

WATER DISTRIBUTION

Some of our major accomplishments included:

- Water and sewer main flushing in the East High Section
- Water main replacement in the Shawsheen Heights section
- Restructuring of water meter read routes – District Meter Sections – to three sections and prepared to move to quarterly billing beginning in 2017

WATER DISTRIBUTION	2014	2015	2016
Hydrants Repaired	34	41	29
Hydrants Replaced	173	15	16
Hydrants Inspected & Serviced	50	81	117
Hydrants Flushed	340	479	302
Water Main Breaks Repaired	21	27	30
House Service Leaks Repaired	2	7	11
House Services Renewed	12	26	21
New Water Meter Accounts/Installations	37	47	52
Old Water Meters Replaced (Town)	103	144	163
Water Meters bench checked	5	7	3
Water Shut Offs/Turn On	94	72	130
Gate and Service Boxes Adjusted	45	100	130

SEWER	2014	2015	2016
Sewer Main Blocks Cleared	9	5	7
Sewer Main Rodded – Regular Maintenance	74	82	92
Sewer Mains Repaired/Replaced	1	1	1
Sewer Mains Rodded - leased Flusher	0	0	5
Sewer manholes repaired /replaced	0	0	0

MEMORIAL HALL LIBRARY

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

2016 was another exciting year of change at Memorial Hall Library. With assistance from the Plant & Facilities Department, the FRIENDS of the Library and the Library Trustees, the following was accomplished:

- The Teen Room and Children's Room were renovated to meet current patron needs
- The third AndoverReads galaxy of programs (*Boys in the Boat*) was completed
- Andover newspapers from 1853 to 1925 were digitized and are now available online
- Number of MHL-Mail subscribers increased to 15,000



The roof deck opened in the spring.

NEW SERVICES/IMPROVEMENTS

Andover Seed Library
Binge Boxes
More Andover history items digitized
More collaborative programming
Enhanced Social Media outreach

VERY POPULAR SERVICES

Public meeting rooms
Programs and technology training
Individual and group study space
Public technology
Interlibrary Loan: 102,000 items received

PERSONNEL CHANGES

- Systems Librarian Curtis Wyant was replaced by Theo Kontos
- Assistant Director Susan Katzenstein retired and was replaced by Kimberly Lynn
- Reference Librarian Kimberly Lynn was replaced by Stephanie Aude
- Teen Librarian Rebecca Meehan was replaced by Renata Sancken
- Library Assistant Marie Robertson retired and was replaced by Tricia Donnelly

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

Metric	2014	2015	2016	% Change
Total # of items	229,103	223,790	215,144	- .3.9
Circulation	582,752	551,988	527,719	- 4.4
Use of e-collections	234,167	264,604	278,604	5.3
Attendance	372,801	336,075	353,600	5.2
Adult/Teen programs	384	396	502	3.1
Attendance	7,376	7,168	8,992	25.4
Children’s Programs	544	627	788	25.7
Attendance	15,194	18,305	22,222	21.4
Reference transactions	68,835	73,749	65,338	-12.8
Computer signups	53,965	49,220	47,186	-4.3
Meeting Room use	978	1,000	1,168	10.7



THE ANDOVER SEED LIBRARY WAS INTRODUCED



THE CHILDREN’S ROOM GOT A FACELIFT



DEPARTMENT OF INFORMATION TECHNOLOGY

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

Customer Service Team

- Responded to more than 7,184 user help requests - an increase of 73% from the previous year.
- Worked with Digital Learning team to expand *iAndover* 1:1 learning initiative. All 6-10 grade students are now able to participate in a BYOD program (Bring Your Own Device). All elementary and high school students will be part of this program in 2017.
- Deployed over 1,000 new Chromebooks to 4th and 5th grade students. All elementary students will receive a device in 2017.
- Upgraded thousands of Apple laptops and tablets to latest operating system releases and enrolled in unified mobile device management (MDM) solution.
- Conducted annual refresh of town and school administrative computers.
- Initiated process to upgrade all aging elementary “smart boards” to new cost effective interactive projectors.

Assisted Town in moving to quarterly tiered water billing and realigning billing to correspond to exiting physical water distribution system.



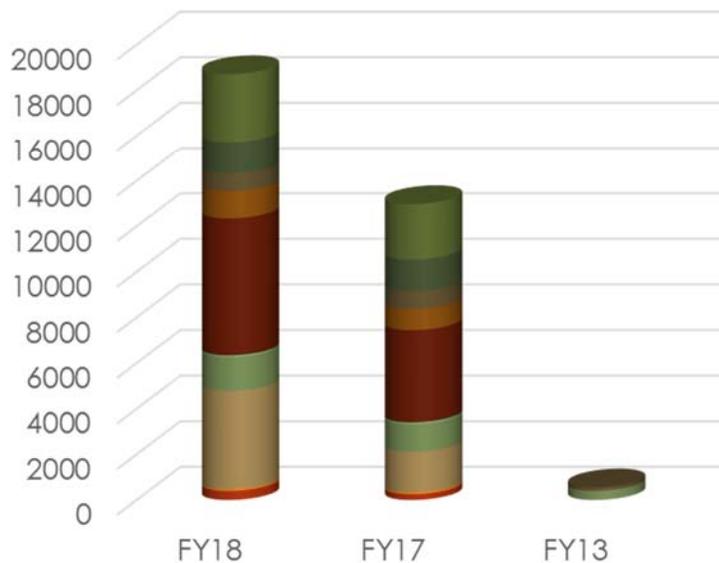
iAndover 1:1 learning initiative.

Platform Team

- Installed a new Unified Communications technology utilizing Voice over IP (VoIP) technology at most municipal buildings resulting in significant annual savings. Public Safety to be converted in early 2017.
- Eliminated all analog fax systems and implemented fully digital fax replacement.
- Deployed a third municipal data center at a co-location facility. Upgraded our Internet capacity from 300mbps to 2,000mbps. Network now supports nearly 12,000 simultaneous devices. Expect nearly 20,000 devices in 2017.
- Upgraded power management infrastructure in all buildings to provide more robust support for data and voice communication.
- Upgraded networking architecture and devices to increase internal speed and reliability. Increased network footprint by roughly 50%. Obtained 40% reimbursement from federal E-Rate program.

Deployed new, simplified wireless architecture as well as several hundred additional access points to improve performance.

Network Growth 20X Increase in 4 years



Application Team

- Launched three new web sites creating a new Andover community site as well as upgraded, mobile friendly municipal and school sites. Integrated older Public Safety site into new municipal site.
- Assisted Town in moving to quarterly tiered water billing and realigning billing to correspond to exiting physical water distribution system.
- Upgraded Fire Services billing system to new shared platform.
- Deployed several new Geographic Information Systems – worked with Andover Trails to create new maps to support hikers and joggers; a new map based look-up to locate cemetery parcels; a new visual guide to help residents identify recycling days and other town services based on your neighborhood.
- Developed new streamlined system for tracking Public Records requests.
- Developed new tool for tracking capital budget requests (CIP).

TOWN OF ANDOVER MASSACHUSETTS

Share Site Tools Search

I Want To... Governance Departments Services Business

Get Connected Pay A Bill Public Works Request Budget & Finance Permits

Meetings

January 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

Wed Jan. 18
[AHS Council Meeting](#)

Thu Jan. 19
[Preservation Commission - Site Visit](#)

Thu Jan. 19
[Assessors](#)

Andover News

Recycling & Trash Collection Holiday Delay
No Trash and Recycling Collections, Monday January 16th

COMMUNITY DEVELOPMENT & PLANNING

BUILDING DIVISION

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

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

BUILDING DIVISION STATISTICAL INFORMATION

Permit Type	2014	2015	2016
New Dwellings	20	34	34
Additions/Alterations to Single Family Dwellings	1,014	1,190	1,133
New Multi-Family Dwellings	14	5	4
Additions/Alterations to Multi-Family Dwellings	285	70	50
New Commercial and Industrial Buildings	4	1	5
Additions/Alterations to Commercial & Industrial Buildings	137	235	134
Schools/Public Buildings	15	18	18
Swimming Pools	18	9	30
Signs, Chimneys, Wood Burning Stoves, Raze Permits	99	82	71
Solar	125	101	85
Mechanical/Sheet Metal Permits	143	144	125
Certificates of Inspection	60	79	81
Total Fees Collected	\$2,276,908	\$1,455,003	\$2,574,064
Total Estimated Value	\$173,388,755	\$105,620,803	\$236,545,816



321 Lowell Street, Medical Office Building

ELECTRICAL

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

Electrical Permits	2014	2015	2016
Permits Issued	1,400	1,540	1,404
Total Fees Collected	\$199,962	\$237,258	\$232,989

PLUMBING AND GAS

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

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

Plumbing Permits	2014	2015	2016
Permits Issued	1,106	849	800
Total Fees Collected	\$95,685	\$109,343	\$84,638

Gas Permits	2014	2015	2016
Permits Issued	1068	852	666
Total Fees Collected	\$72,335	\$77,552	\$48,945



YMCA, 165 Haverhill Street

CONSERVATION DIVISION

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

The Conservation Division is responsible for protection of Andover's rivers, lakes and wetlands, and provides staff support to the Andover Conservation Commission. The Commission's principal duties include enforcement and administration of the Massachusetts Wetlands Protection Act and the Andover Wetlands Protection Bylaw (regulation of residential, industrial and commercial development activity in or near flood plains, water bodies, and wetland areas.) The Commission also is responsible for the acquisition and maintenance of Town-owned Conservation Land, which totals approximately 2,073 acres.

The Conservation Commission consists of seven volunteer members who are appointed annually by the Town Manager to staggered three-year terms. This year Phil Sutherland, our former Vice Chairman, retired and Thomas Brady was appointed to the Conservation Commission.

CONSERVATION LAND IMPROVEMENT AND COMMUNITY OUTREACH

The Conservation Office and our Special Projects Manager, Bob DeCelle, continues to coordinate with the Andover Boy Scouts and Girl Scouts to complete outstanding service projects on public land.

- Bench and mini kiosk at Belmont Park green space
- Fencing around parking area at the Retelle Reservation
- Picnic area and tables installed at Dug Pond
- Rail fence at the entrance to the boardwalk at the Doyle Link Reservation

Conservation land is maintained and operated by our 80 volunteer Conservation Overseers. The Conservation Commission remains committed to opening more land to passive recreation for the enjoyment of residents. We also partner with local schools, colleges and businesses to improve upon the Conservation properties. Most of the improvements to our land is done by a dedicated, hardworking group of volunteers. Some of these improvements done by our volunteers and partner groups are:

- Enel Green Power North America, Inc. helped clear invasives and underbrush from the Retelle Reservation, preserving seven apple trees
- Students from Phillips Academy and Merrimack College helped clear brush
- Trail cut from the ballfields to the Bellevue Reservation and construction of several bridges across the streams with the assistance of several local student groups
- Clearing of underbrush at Dug Pond for better visibility from the roadway
- Continued effort to improve signage at all our reservations
- Applied and received a \$6,000.00 grant to construct a boardwalk from Bellevue Reservation to the Tewksbury line

An Andover High School student joined the Conservation staff for a very successful internship. The area of focus included the dam removals and projected construction of a proposed handicapped accessible trail.



Steven's Street Dam at Marland Place was breached. This is part of a River Restoration Project which will benefit wildlife, flood control and recreation.

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

Selected Conservation and AVIS properties were opened for the seventh season of a regulated bow hunt with the highest number of deer taken to date. This is an integral part of our land management and may provide a health benefit by reducing the number of deer ticks.

The Robert Pustell Award was given to Steve Cooper, a volunteer for his long-time work with the hunting program and work on numerous projects on our reservations, including construction of the lengthy boardwalk at Doyle Link.

The Marland Place Dam removal started in December. This is the first of two dams to be removed, the other being the Ballardvale Dam. The removal of these dams will allow for canoeing/kayaking from Andover down the Shawsheen to the Merrimack River and into the Atlantic Ocean. The dam removals will also allow for fish to migrate and assist with flood prevention.

The Community Garden was reestablished on High Plain Road this summer with great success. An Eagle Scout constructed a shed to store tools and a waterline was constructed with the assistance from the Department of Municipal Services. With the success of the Community Garden, the garden is expected to be expanded for the next season.



EGP-NA partnered with the Andover Conservation Commission at the Retelle Reservation to remove invasive plant species from the area. A drone image flying overhead captured the employees at work!



Town Manager, Andrew Flanagan at the dedication of Meg's Trail.

CONSERVATION DIVISION STATISTICS

	<u>2015</u>	<u>2016</u>
Conservation Commission Meetings	23	27
Public Hearings & Public Meetings	126	138
Abbreviated Notices of Resource Area Delineation	3	1
Orders of Conditions Issued	17	20
Amended Orders of Conditions Issued	2	6
Certificates of Compliance Issued	28	33
Determinations of Applicability Issued	43	63
Extension Permits	6*	8*
Notification of Satisfactory Completion of Work	26	30
Findings of Significance Issued	17	12
Enforcement Orders Issued	10	15
Emergency Certifications	6	10
Appeals	0	4
Superior Court Appeals	1	2
Cessations	9	4
Overseer Appointments	7	
Acres of Conservation Land Acquired	0	0
Wetland Filing Fees Collected	\$26,410.50	
Fines (Tickets) Collected	0	0
Wetland Boundary Line Changes	27	

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

HEALTH DIVISION

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

The Health Division ensures the protection of both the environmental and physical health of Andover residents. The inspectional staff conduct both routine and complaint-driven environmental inspections that include food safety, semi-public swimming pools, recreational camps, housing and wastewater disposal. The Public Health Nurse conducts communicable disease and foodborne illness investigations, Tuberculosis monitoring and control, reviews recreational camp immunization records, conducts vaccination programs and coordinates outreach clinics. The Assistant Health Director oversees all medical and clinical administrative matters, handles special projects for the Division and is the Director of the Greater River Valley Medical Reserve Corps. The Director of Public Health serves as staff supervisor, ensuring that public health programs are coordinated and is the liaison to various boards. The Director also designs programs and implements policies as proposed by the Andover Board of Health to meet the health needs of the community. The Board of Health consists of three volunteer members appointed by the Town Manager for staggered three-year terms.

Issues of note from 2016 include:

- The Opioid Crisis in the region continued to affect families in Andover. The Health Division worked with other municipal departments by undertaking educational opportunities in this arena. We are proud to be working with Soban Namvar, the Community Services Coordinator at the Police Department, who was hired in early 2016.
- At least 11 food establishments were opened or underwent renovations in 2016, with at least 8 more in development for 2017.
- A private firm has been engaged to conduct routine inspections of the food establishments in Andover so that staff may be freed up to handle other issues.
- The Health Division has enrolled in the FDA Retail Food Program's Voluntary Standards Program. The program provides minimum operational standards that when met, provide an optimum level of protection for the public and provides a framework that supports restaurants as they operate in the community. It is estimated that it will take multiple years to meet all of the standards.
- Public Health Accreditation at a national level is being explored. We expect to be working with a Master's Degree in Public Health candidate from Merrimack College in the 2017-2018 school year to assess the feasibility of this project.

HEALTH DIVISION STATISTICS

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Board of Health Meetings	14	10	11
Plan Reviews	262	207	251
Food Inspections	327	288	391
Environmental Inspections	483	311	532
Complaints Received	99	108	133
Administrative Hearings	7	6	4
Total Permits Issued	1746	1652	1670
Total Fees Collected	\$156,497.50	\$156,154.75	\$181,585.00

HEALTH CLINIC STATISTICS

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Outreach Clinics	21	21	20
Attendance	124	129	130
Senior Center Clinics	50	48	50
Attendance	324	291	395
Office Visits	201	223	206
Home Visits	29	25	20
Recreational Camps/Children/Clinical Inspection	25	28	20
Influenza Immunization	2100	2160	1327
Pneumonia Immunization	7	11	22
Cholesterol Screening Clinics	1	0	0
Cholesterol Screening Attendance	7	0	0
Mantoux Tuberculin testing	15	19	8
Positive Reactor Follow Up	3	3	2
T.B. Clinic Case History, Apt. & Follow-Up	6	45	14
Latent T.B. Infection Reports	15	19	21
Zostavax (Shingles) Vaccine Clinics Attendance	72	57	18

COMMUNICABLE DISEASES

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Animal Bites/Exposures	33	20	37
Arbovirus (Other)	3	0	1
Babesiosis	4	1	5
Chicken Pox	4	2	4
Campylobacter	4	9	4
Cryptosporidiosis	1	0	0
E.coli 0157.H7/Shega toxin	0	1	1
Enterovirus	0	2	0
Ehrlichiosis/HGA	1	9	7
Giardia	6	1	1
H. Influenza	1	0	0
Hepatitis A	1	0	0
Hepatitis B	9	8	7
Hepatitis C	13	11	19
Influenza A & B	58	57	35
Invasive gr A Strep	1	1	0
Lyme Disease	114	110	71
Mumps	0	1	0
Norovirus	0	0	1
Pertussis	0	0	6
Rocky Mountain Spotted Fever	0	1	0
Salmonella	2	6	4

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Shigella	1	0	1
Strep Pneumonia	2	0	3
Group B Strep	2	3	2
Tick-borne (other)	0	0	1
Toxoplasmosis	1	0	0
Tuberculosis	1	1	1
Vibrio	0	1	0
Suspect Disease Requiring Follow-Up	29	27	32

HEALTHY COMMUNITIES TOBACCO CONTROL PROGRAM

The Healthy Communities Tobacco Control Program, a State-funded entity, is a collaborative made up of Boards of Health from surrounding communities and is charged with the responsibility of enforcing state tobacco regulations and laws and Andover’s bylaws. With Andover as the lead agency, the collaborative serves a total of 18 communities.

GREATER RIVER VALLEY MEDICAL RESERVE CORPS

The Greater River Valley Medical Reserve Corps (GRV MRC) was formed in 2007 and will celebrate its 10 year anniversary in 2017; the GRV MRC is a regional resource hosted by Andover and tasked to support health operations in Andover, Lawrence, Lynnfield, Methuen, North Andover, North Reading, Reading, and Wilmington.

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



Health Director Thomas Carbone



Greater River Valley Medical Reserve Corps

PLANNING & ECONOMIC DEVELOPMENT

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

HISTORIC MILL DISTRICT

At the May 2016 Town Meeting voters approved the acquisition of 5 Campanelli Drive that set in motion the relocation of the existing Municipal Services Facility from downtown. The relocation of the Municipal Services Facility allows for targeted economic growth and expansion of the downtown consistent with the Historic Mill District (HMD) overlay created at the 2015 Annual Town Meeting. The Historic Mill District overlay was created to promote the redevelopment of approximately 100 acres between Main Street, Dundee Park, the Shawsheen River and Whole Foods Grocery Store which is also the area where the existing Municipal Services Facility is located.

In order to guide Andover's vision for future development within the HMD, the overlay district requires the development of design guidelines that will preserve and augment the HMD's architectural qualities, historic character and scale. In the fall of 2016 the Board of Selectmen established the Historic Mill District Task Force to develop design guidelines. On January 26, 2017 the Town of Andover, under the leadership of the HMD Task Force, made available an RFP for selection of an architectural and urban design firm

Following selection of a consultant in early March, the Task Force plans to host a series of community meetings to engage area residents, businesses and community leaders in conversation as to plans for the district. The public meetings are targeted for late March/early April with notice being available on the Town website. For more information on the Historic Mill District, please visit: <http://andoverma.gov/181/Andover-Historic-Mill-District>

DOWNTOWN

Commercial and retail activities in downtown Andover remained consistent in 2016. The building formerly known as Olde Andover Village, now Andover Village Square, welcomed a new restaurant Perry's Plate and transformed its courtyard into a family friendly gathering space with new decorative pavers and lighting, a firepit and water features. The Town also welcomed Caffé Nero and the expansion of LaRosa's Café.

Although not in downtown proper, this fall Philips Academy opened its new 30,000 square foot Wellness Center, and a new 101,500 square foot field house replacing the existing Smith Center is currently under construction. The Primrose School opened its 13,000 square foot childcare facility on South Main Street. In August 2016, Merrimack College received approval for the construction of three academic buildings off Elm Street totaling 79,950 square feet.

Expansion of the Andover Medical Center continues. Following completion of Phase II of the Andover Medical Center, the new addition will be home to Massachusetts General

Hospital.

ECONOMIC DEVELOPMENT COUNCIL

In the Spring of 2015, the Economic Development Council facilitated a comprehensive parking study in the downtown area. With professional guidance by Nelson Nygaard and Andover Planning staff, the “Downtown Andover Parking Study” analyzed the existing parking supply and demand in downtown, reviewed existing parking management practices and provided a series of economically feasible alternatives to meet future parking needs and support economic development. In the coming years the Parking Implementation Committee will seek to realize the various recommendations of the parking study.

For more information on the Downtown Andover Parking Study, visit:
<http://andoverma.gov/DocumentCenter/View/181>.

HOUSING

The Board of Trustees of the Affordable Housing Trust Fund awards approximately \$32,000 each year in allocated federal grant money. Since its inception, over \$330,000 has been awarded to Andover and twelve permanently affordable housing units scattered throughout Town were created. The most recent recipient of grant funding is the home under construction at 168 Haverhill Street being built by Andover Community Trust (www.andoverclt.org). The Planning Division continues to monitor the existing affordable housing stock. The Planning Division is actively involved in each affordable unit resale in order to maintain Andover’s official Subsidized Housing Inventory with the state.

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

PLANNING DIVISION (GENERAL RESPONSIBILITIES)

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

The Planning Board held twenty public meetings and advertised and conducted thirty-five public hearings in 2016. In 2015, the Planning Board held twenty-five public meetings and advertised and conducted seventy one public hearings. Many projects filed in 2015 continued through to 2016. Revenues in 2016 were **\$69,720.90***.

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Planning Board Meetings	22	25	20
Public Hearings Held	23	71	35
Definitive Subdivision Plans	1	3	3
Preliminary Subdivision Plans	0	3	5
ANR Plans	13	7	11
Site Plan Reviews	4	3	4
Special Permits	8	9	9
Lot Releases and Clearance Certificates	8	13	9
Warrant Articles Reported	13	12	14
Subdivision Guarantees	3	2	0
Street Acceptances	1	0	4
Revenues Generated	\$68,486.13	\$148,923.35	\$69,720.90

*Projects filed in 2015 may continue through 2016. Revenues are credited to the year the project is filed.



River Woods at Andover by Pulte Homes – 459 River Road
 200 units of Independent Senior Living
 Special Permit for Senior Residential Overlay District



Capital Senior Housing – 139-143 Elm Street and 26 Pine Street
96 units of Assisted Living
Special Permit for Elderly Housing



National Development – 254 Lowell Street
63 units of Memory Care Assisted Living
Special Permit for Elderly Housing



Merrimack College's North Campus Development Project
 Three new academic buildings
 Site Plan Review – Dover Use



Pfizer, Inc. – 1 Burtt Road
 175,000 sf Campus Addition Clinical Manufacturing Building
 Special Permit for Major Non-Residential Project

ZONING BOARD OF APPEALS

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

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

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

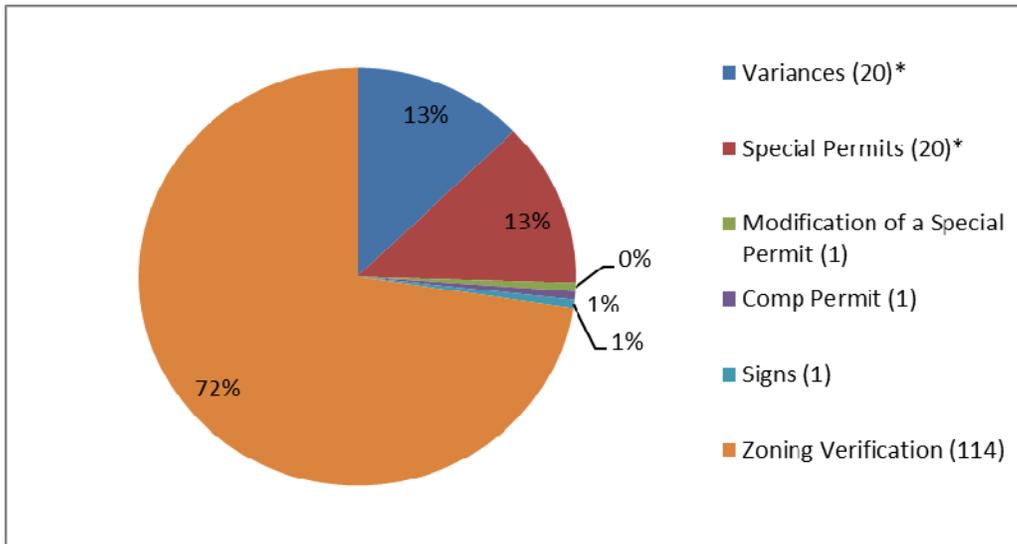
The Board of Appeals consists of five regular members and four associate members who are appointed by the Board of Selectmen to staggered 3-year terms. Potential Board members are drawn from applications submitted to the Town Manager's office through the Town's Talent Bank.

The Board continued its efforts to streamline the application and permitting process by implementing a procedural change whereby members draft decisions after the public hearing is closed and to be voted on during deliberations, typically held at the following Regular Monthly Meeting. The Board also continues to use several standard decision templates to help speed the process for common types of applications considered by the Board.

Zoning Board meetings are televised over Andover's Community Access television channels (Comcast 22 and Verizon 44.) Videos of the meetings are archived and may be viewed on the Andover Community Access and Media website (www.andovertv.org).

ZBA Meetings	2014	2015	2016
Public Hearing Meetings	12	13	10
Deliberations Only	3	0	2
Cases Filed	56	40	31
Cases Approved	48	37	31
Cases Denied	2	2	0
Cases Withdrawn	5	3	5
Continuances	1	15	5
Zoning Verifications	125	114	114
Fees Collected	\$18,176	\$20,752.95	\$26,075

*Some applications request both variances and special permits.



LUPOLI COMPANIES

Conceptual Rendering
 380 Merrimack Street, Building 3 / Floor 3, Lawrence, MA
 978.686.8800 www.cube3studio.com

CUBE3
 architecture interiors planning

319 Lowell Street Conceptual Rendering of Parking Structure at Andover Medical Center

DEPARTMENT OF COMMUNITY SERVICES

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

The Department of Community Services was formed in July, 2016 by merging the divisions of Recreation (DCS), Youth Services, Elder Services and Veterans Services into one service-oriented department.

Each of the four divisions service the community by offering programs, outreach and support services and community-wide special events. Each division is also responsible for managing various public facilities that enhance the quality of life for the entire Andover community. The merging of these four divisions into a single department will provide the Town with additional efficiencies and opportunities to continue to meet the ever-changing needs of the residents of the Town of Andover.

DIVISION OF RECREATION

Andover Recreation (REC), formerly known as DCS, provides Andover residents with a myriad of social, educational, cultural and recreational opportunities, while embracing diversity and accessibility for all ages. Andover Recreation strives to rate the pulse of the community and incorporate those ideas into valued programs for its citizens, now and into the future.

Andover Recreation, better known as Andover REC, was established years ago as a traditional recreation department. As Andover grew, the department embraced a wider mission. Today the Division comprises five full-time staff, hundreds of part-time adult and student employees, as well as vendors and volunteers who provide over 600 programs, events and trips for our residents each year. The REC office, located on the second floor of Town Offices, offers customer service Monday through Friday from 8:30AM - 4:30PM. Online registration for REC programs is available 24/7 through the website, AndoverREC.com.

Over 12,000 individuals participate in programs, trips and events run by Andover REC each year. REC truly serves nearly 20,000 persons per year, a number that more accurately reflects the many repeat participants who are taking advantage of multiple programs per year, those who enjoy our facilities at Rec Park and Poms Pond, and those who take part in our free and low- cost events annually. Non-residents are welcome to participate in most REC programs. A small non-resident fee is added to the program cost for anyone who lives outside of Andover.

Daytime, after-school, evening, school vacation and summer vacation programs are held throughout Town. REC utilizes Andover's fine public and private facilities, including the public schools, the Greater Lawrence Technical High School, the Cormier Youth Center, Sarkisian Driving Range and the Old Town Hall for its programs. Special events and concerts are held in The Park. Tennis lessons, pickleball programs and adult co-ed softball leagues are held at Recreation Park, and swimming and paddleboarding programs take place at Poms Pond.

Outdoor sports programs for children are held on fields throughout the Town. Hundreds of non-credit, online courses are available each month for those with internet access.

REC continues to maintain and make improvements to Recreation Park and Poms Pond, including upgrades to the waterfront area and landscaping and trimming paths in the woods to enhance the general appearance and accessibility of the complex. The beach area was updated with new sand, and pond maintenance continued with hydro-raking and water quality monitoring. Recreation Park has a new pavilion with landscaping improvements, and additional site improvements are scheduled for 2017, including new signage, wifi, security cameras and a speaker system to improve safety.

As Andover continues to grow and change, REC adapts and changes to meet the needs of the community. Customer service has been improved by streamlining many of the registration procedures and office policies. More than 62% of all REC registrations are being completed online, allowing after-hours and weekend registrations. The convenience of the REC website and online registration system benefits both participants and staff. Program information is easy to find, and class information is a click away. REC can also be found on many social networking/media sites, such as Facebook, Twitter, Instagram and Pinterest.

COMMUNITY DONATIONS

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

CLASSES AND PROGRAMS

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

COMMUNITY TRIPS

Each season REC offers trips to a variety of locations. Favorites include New York City shopping during the holiday season and a summer day trip to Nantucket Island. Children's summer field trips include Canobie Lake Park, Wingersheek Beach, CoCo Keys and Water Country.

SPECIAL EVENTS

REC coordinates special events throughout the year that have become memorable family favorites. These programs are offered at minimal cost (or in some cases no cost) to residents and include an Easter egg hunt, yard sale in The Park, free Concerts in the Park series, Family Camp Out, preschool holiday and park events, free Summer Kickoff event, Holly Ball and Valentine's dance.

YOUTH AND ADULT SPORTS LEAGUES

Preschool leagues include fall and spring Kickin' Kids Soccer and Tot Shot Floor Hockey, as well as spring Sandlot T-Ball. Over 400 preschool children participated in these leagues this past year.

The Bob French Basketball League is the town-wide recreational league available for elementary and middle school children. In the spring, a Lacrosse league for ages 5-8 is offered at Recreation Park. In the fall, we offer a Flag Football League with 348 participants. Over 1,000 elementary and middle school children participated in these programs this past year.

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

ENRICHMENT PROGRAMS

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

SKI PROGRAM

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

SUMMER PROGRAM

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

- Rec Park Playground – For Andover Residents Only. Held at Rec Park and Poms Pond, is available to children entering grades 1–5. It offers seven weeks of age-appropriate activities such as swimming, sports and arts & crafts.
- All Day Discovery – Held at an Andover Elementary School, Rec Park and Poms Pond, is a full-day, seven-week program for children entering grades K–5. They participate in tennis, swimming, boating, arts & crafts and a weekly field trip.
- Outer Limits – For Andover Residents Only. Held at Rec Park and Poms Pond, is available to children entering grades 6-8. It offers seven weeks of age-appropriate activities such as swimming, sports, arts & crafts and as well as leadership projects working with the community at summer park events.
- Beach Buddies - Held at Poms Pond, provides both a full-day and half-day option for children ages 4-7. Activities include arts & crafts, age-appropriate activities, swimming lessons and weekly special events.

- Sports Programs – Held in a variety of locations, programs include Tennis, Football, Baseball, Soccer, Track, Archery, Fencing, Golf and Stand Up Paddle Board.
- Programs for Younger Children – Programs include Swimming Lessons held at Poms Pond and other sports programs including Cheerleading, Pee-Wee Tennis and Kidsports held at various locations throughout the Town.
- Science Programs – Held as week-long or half-week programs at the Old Town Hall and/or Recreation Park, these offerings vary with interest focusing on engineering, robotics, Lego's, and chemistry and life sciences for children ages 7-12.

RECREATION PARK

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

POMPS POND

Located off Abbot Street, Poms Pond offers a spacious beach area, picnic grounds, children's playground area, canoe, kayak, paddleboats, paddleboard and sailboat rentals, along with recreational and instructional swimming. The complex is open mid-June through mid-August and includes a bathhouse with showers, restrooms, changing facilities, concession stand and first aid station. Andover residents may purchase beach stickers at the pond or in the REC office. Over 470 residents purchased season passes in 2016. A daily rate is available for Andover residents and non-residents. Hundreds of persons enjoy the Pond each day in addition to the hundreds of children who are onsite attending their summer programs. An Early Bird Special for the season pass is offered to Andover residents at a discounted rate each spring, as well as senior citizen rates for Andover residents.

DIVISION OF YOUTH SERVICES

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

AYS implemented over 250 individual programs and events engaging over 15,000 program participants annually. Support programs are the most essential element of the AYS organization. AYS coordinates thousands of hours of community service, a resource for troubled youth requiring intervention and assists in mediation. The AYS staff spends countless hours with individuals or small groups dealing with a variety of critical youth development issues. AYS serves as a bridge between a young person's needs, the services and programs that can help them become a well-rounded individual.

ACCOMPLISHMENTS 2016

- The AYS opened the Cormier Youth Center (CYC) for programs in the winter of 2016 and held a grand opening celebration in June. The CYC was the first public/private project of its kind in Andover with a funding source coming from over \$5 million in private donations, \$2 million in public dollars and \$700,000 from a trust gifted to the Town of Andover. We look forward to the positive impact this facility will offer the community and young people of Andover.
- Created and implemented over 250 individual programs and events in four areas: recreation, social, support and education. Highlights include the Massachusetts Women's Conference, Special Field Games, field hockey, wrestling, volleyball, golf, ultimate frisbee, track, cross country, and lacrosse sports programs.
- Increased participants from 6,500 to 15,000 as a result of a full year of programs and events in the Youth Center.
- Community events and programs – The AYS brought the community into the Youth Center and partnered to implement intergenerational programs, numerous town and school functions, the Colleen Ritzer 5K road race, flu clinics and over 50 other events in 2016.
- CORE 4 – The AYS, Lawrence Boys and Girls Club, Andover/North Andover YMCA, and North Andover Youth Services gathered together for a regional youth leadership experience in June. The groups shared ideas, experiences and connections over a weekend at a YMCA camp on Lake Winnepesaukee. Ongoing plans continue for building relationships and promoting a regional approach to youth development in the Merrimack Valley.
- Andover boys in grades 5 through 10 had a tremendous opportunity to meet and play lacrosse alongside boys from Harlem. AYS hosted boys in grades 6 through 8 from the Promise Academy in Harlem through the Harlem Lacrosse & Leadership organization for the weekend. The weekend culminated with the “One Nation Lacrosse Jamboree.”

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

- ***Recreation Programs*** – Through recreationally-based experiences such as field trips, after school experiences, vacation programs and outdoor adventures, young people are challenged both physically and mentally in a safe environment providing a gateway to self-discovery and building relationships.
- ***Sports Programs*** – AYS keeps young people active and engaged with youth lacrosse, wrestling, field hockey, track, cross country, ultimate golf and volleyball.
- ***Andover Skate Park*** – The Park offers lessons, clinics and contests throughout the summer months which allows the young people throughout the Merrimack Valley a community venue to express themselves in diverse, dynamic and creative ways through skateboarding, music, painting and social events.

- ***Social Events*** – AYS’ dances, concerts, coffeehouses and community events create opportunities for young people to interact in a safe and supervised environment.
- ***Green Team*** – The Green Team trains young people in a variety of marketable skills by preparing them to enter the workforce. The instructors provide role models that create connections to something positive and build lasting relationships.
- ***Troop KBG (Kick Butt Girls)*** – A female leadership group that explores women’s issues, perceptions and how to break through stereotypes through action.
- ***Andover Youth Council*** – A leadership group that engages 25 high school students in relevant issues, both local and worldwide and organizes community events and social functions year round. The Council inspires the students to become change agents in their community.
- ***Theatreworks*** – AYS works with youth behind the scenes as well as on-stage, utilizing adult mentors to help students of all ages gain knowledge and appreciation for working together in theater arts.



A night of ping pong at the Cormier Youth Center.



Andover youth celebrate the opening of the new Cormier Youth Center.

DIVISION OF ELDER SERVICES

The mission of the Division of Elder Services is to create an environment where age is a credential and not a barrier.

The Division of Elder Services has gone through a transformation over the last year. A wide breadth of institutional knowledge was lost with the retirement of key staff members long time Director Kathy Urquhart and Executive Secretary Donna Morse. This change has led to an evolution of the division to rethink existing business practices and develop new systems. With the hiring of Community Services Director Joseph Connelly and the new Elder Services Director Annmary Connor, different approaches are being implemented to meet the growing needs of the residents of Andover.

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

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

THE GROWING COMMUNITY OF RESIDENTS OF 'SENIOR' STATUS

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

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

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

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

CHALLENGES

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

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

RESOURCES

Fees for services cover most program costs and are supplemented by coordinating programs with other community groups and agencies. Additional funding comes from many sources; grant funding, donations, the Town budget, formula grant funds from the *state's Executive Office of Elder Affairs*, our annual craft fair, advertisements in our newsletter and support from the *Andover Home for Aged People* and the *Andover Senior Community Friends*. Scholarships are available as well. Programs developed cooperatively with the Elder Services of

the Merrimack Valley and other community organizations provide access to a variety of programs and services that would otherwise be limited by space and economic constraints.

ACCOMPLISHMENTS

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

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

Outreach through our newly designed website, the monthly newsletter and monthly cable TV show "*Something About Andover*" emphasizes the wealth of experience shared by our older residents. This third phase of life is not the end but a continuation of the journey.

Intergenerational programming in cooperation with the Andover Youth Services and the new Cormier Youth Center through a grant obtained through the Andover Home for Aged People assist in bridging the gap and fostering positive relationships between these two segments of the population.

Outreach continues to be the cornerstone of our community grass roots service to Andover residents. The Elder Services Division is fortunate to have their own Congregate and Meals on Wheels Site which allows us to provide fresh food to frail seniors as well as an informal wellbeing check. We offer transportation around town for local shopping and outings, and recently added a new "Townie" trip program to help transport seniors for a wide variety of in town activities.

The Elder Service Division has formal educational agreements with Salem State University, Simmons College School of Social Work and Boston University School of Social Work. In 2016 Andover Elder Services was fortunate to have two student interns. These new internship partnerships also bring an ability to develop cutting edge clinical services to our residents.

The Senior Connections Day Program continues to be a bedrock service to the residents of Andover and surrounding communities. This program allows many caregivers the ability to have respite care at affordable rates. Subsequently the program is also contracted with Elder Services of the Merrimack Valley to serve frail seniors at a reduced rate for those who meet the financial qualifications. Senior Connections assists older adults to maintain a level of independence with program support. Aligned with this program is the Memory Café program which received grant funding from the Department of Developmental Services and subsequently is being designed for long-term sustainability.

On the recommendation of the Town Manger, the Board of Selectmen has appointed an Elder Services Task Force to collaborate with town staff and seek additional input from residents to develop an implementation plan for the key recommendations from the UMASS study that was conducted this past year. Some of topics the Task Force will investigate include:

- Identify and analyze the cost/benefits of potential tax relief measures for senior homeowners.
- Develop a recommendation strategy to expand housing options for seniors.
- Evaluate the current programming and hours of service in key facilities available to seniors and identify recommendations to better utilize these facilities.
- Consider ways to increase the use of the Center at PUNCHARD and to integrate senior activities into other town functions.
- Identify opportunities to collaborate with local community organizations.
- Explore opportunities to expand options for seniors.



The Andover Senior Center at PUNCHARD's. Sunset Tappers get ready for an event.

DIVISION OF VETERANS SERVICES

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

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

State Benefits - In 2016 the office responded to numerous public assistance requests from veterans for fuel, food, housing, burials, medical and other needs 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 \$99,200 disbursed to veterans and their dependents in FY 2016.

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

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

Highlights of 2016 included hosting the United States Army Field Band from Washington D.C. for a patriotic concert at the Collins Center. The Heroes Among Us Project continued with documenting our veterans' history and publishing of *Heroes Among Us – Book 8*, a book spot-lighting our living Vietnam War Veterans. Thirty-Two Andover veterans allowed us the privilege to document their service to the nation and we formally recognized them on Veterans Day. A multi-year initiative for the Director of Veterans' Services has been to improve office recordkeeping; specifically veterans records. As such, efforts to align the Veterans' Office records with the 10 town cemeteries is complete and town veterans' records have increased to over 10,300 which reflect over 3,800 veterans buried in our town cemeteries.

Fifty-three Andover veterans died during 2016. These veterans served from WWII through the Vietnam War. The Director of Veterans' Services also serves as the Town's Graves Registration and Burial Officer.

KEY SERVICES:

- **State Veteran Public Assistance Benefits (Massachusetts General Law C115 / MGL C115)**
Outreach, Intake and Counseling, Public Assistance Disbursements and Semi-Annual Audits
- **Federal Veteran Benefits (Veterans Administration / VA)**
Disability Claim Processing, Health Care, Burial and Widow's Pension Processing and Grave Marker Applications
- **Graves Registration**
Veteran Funerals, Family Burial Counseling, Necrologies and Records Management for over 10,000 Veterans (living and deceased)
- **Committees and Coordination**
Patriotic Holiday Committee, Elder Services Division, and local Veterans' Groups
- **Patriotic Programs and Ceremonies**
Memorial Day, Veterans Day, Patriotic Concerts, September 11th Remembrance, Annual Veterans' Luncheon and other
- **Memorial Care**
Monument oversight, dedication as needed and Veterans' Grave flags (10 cemeteries and over 3,800 veteran graves)



The Veterans Day ceremony at Ballardvale Green.

ANDOVER PUBLIC SCHOOLS

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

I. INTRODUCTION

The 2015-16 school year was a productive one for the Andover Public Schools (APS), encompassing many positive and exciting changes. We are pleased to have this opportunity to share with the Town leaders and the entire community some details about what was accomplished and what is on the horizon for our district.

Reaching a destination efficiently and effectively requires forethought, commitment and planning, along with the will to implement that plan. These qualities were demonstrated by the Andover Public Schools (APS) and its School Committee in creating and carrying out a comprehensive five-year strategic plan for 2011-2016. Hundreds of people gave their time, energy and talent to formulate the plan that would both guide and drive the work of APS for the next five years.

The Andover School Committee approved the strategic plan on November 18, 2011. The plan addressed five major areas of focus: high academic achievement for all; technology-supported learning; teaching and leading; communications, planning and partnerships; and educational funding, financial management and infrastructure.

As the five-year period encompassed by this strategic plan drew to a close, it was incumbent upon us to look back and assess our progress. Overall, the Strategic Plan for 2011-16 served the district well. It set in place the curricular, technological and professional development infrastructure necessary for the district to take even more significant steps forward. It enhanced the staff's capacity to deliver high-quality and innovative instruction.

The key to any strategic plan lies in sustaining the gains that were made, while continuing to build on the efforts of the past. Providing uninterrupted support for innovation, as well as enhancing staff capacity and curricular improvement, will be essential to ensure that the gains of recent years make a difference well into the future. The staff and administration, the School Committee and the community should take pride in all that was accomplished and in the groundwork that was laid.

Much work still lies ahead. Important work. How much of that work we complete and how well we complete it will be greatly affected by the level of funding that is available to the district from local, state and federal sources. No doubt, difficult choices will need to be made. As always, the district will turn to the community for support in making decisions and in striving to reach its goals. And, as always, the district will seek to work hand-in-hand with the community to ensure that every student has an equitable opportunity to take advantage of the high quality of education that permeates our classrooms. Deep appreciation is extended to parents and the community for

their ongoing support of the important work that is being done on behalf of the students of the Andover Public Schools.

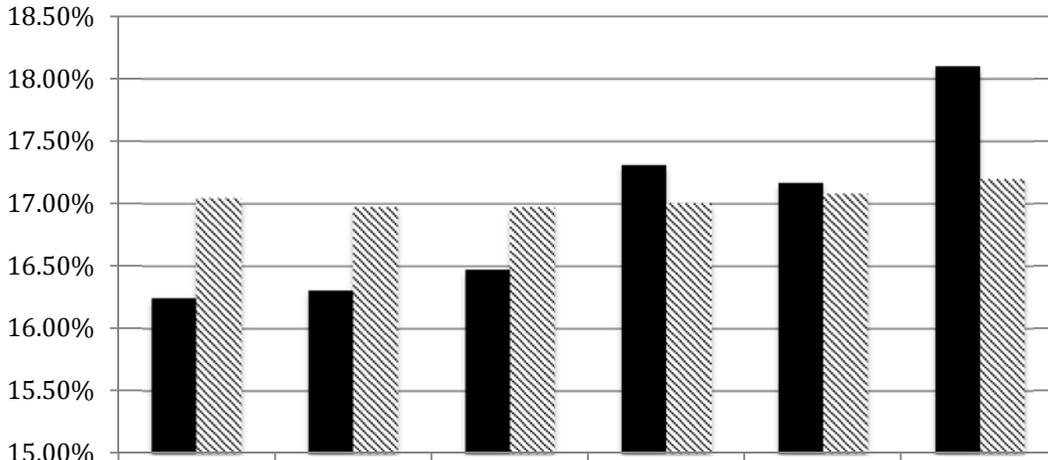
The following report to the Town highlights, under each of the five major areas of focus, the strategies that APS undertook during school years 2011-2016, the goals we reached and the work that is well underway but still needs to be completed or sustained. This information is helping to shape our plans for the years ahead, as we continue to align our recommendations and resources in a way that best addresses the needs and interests of the students of the Andover Public Schools.

II. STATUS REPORT

The day-to-day operations of APS are under the leadership and supervision of the Superintendent, Dr. Sheldon Berman. Policies are enacted by the Andover School Committee, whose members are Joel Blumstein, Chair; Susan K. McCready, Vice Chair; Paul D. Murphy; Shannon Scully; and Ted Teichert.

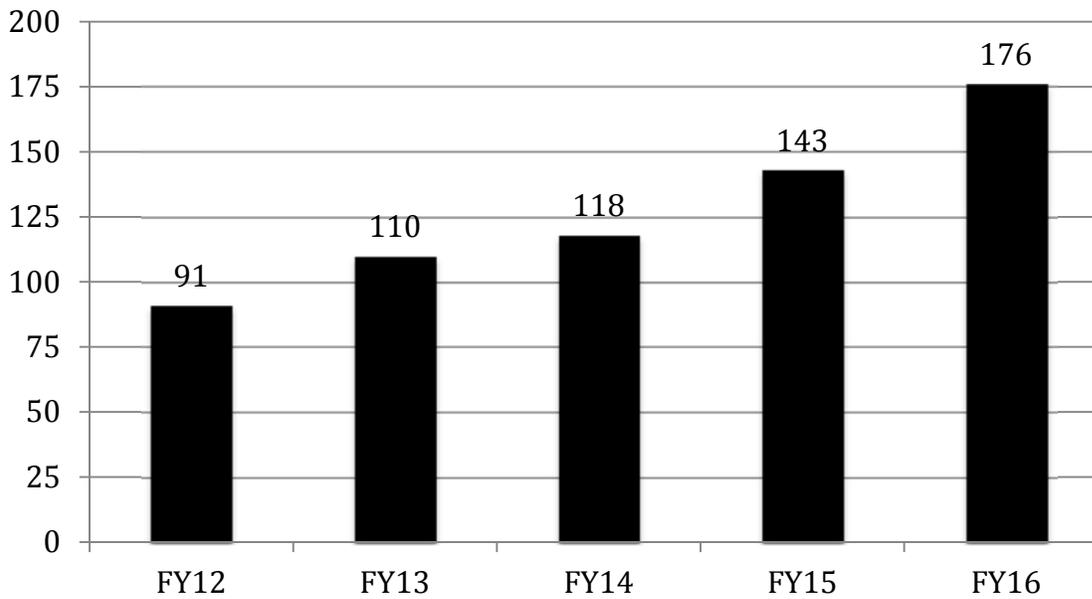
In considering the accomplishments and progress made during the period encompassed by the five-year strategic plan, it helps to frame the work within the conditions that the district experienced during that time. From 2011-12 to 2015-16, overall enrollment remained relatively constant. However, there was a 9 percent increase in the number of special education students, with the proportion of APS students with Individual Education Plans growing from 16.3 percent to 18.1 percent. At the same time, the number of English language learners almost doubled from 91 to 176. The increases in both of these populations required additional staffing and support. This time period was also accompanied by a significant recession that limited annual budget increases to an average of 3.4 percent. The constraints on the budget required difficult negotiations with our unions, whose deeply appreciated concessions during the bargaining process were critical in helping us sustain momentum.

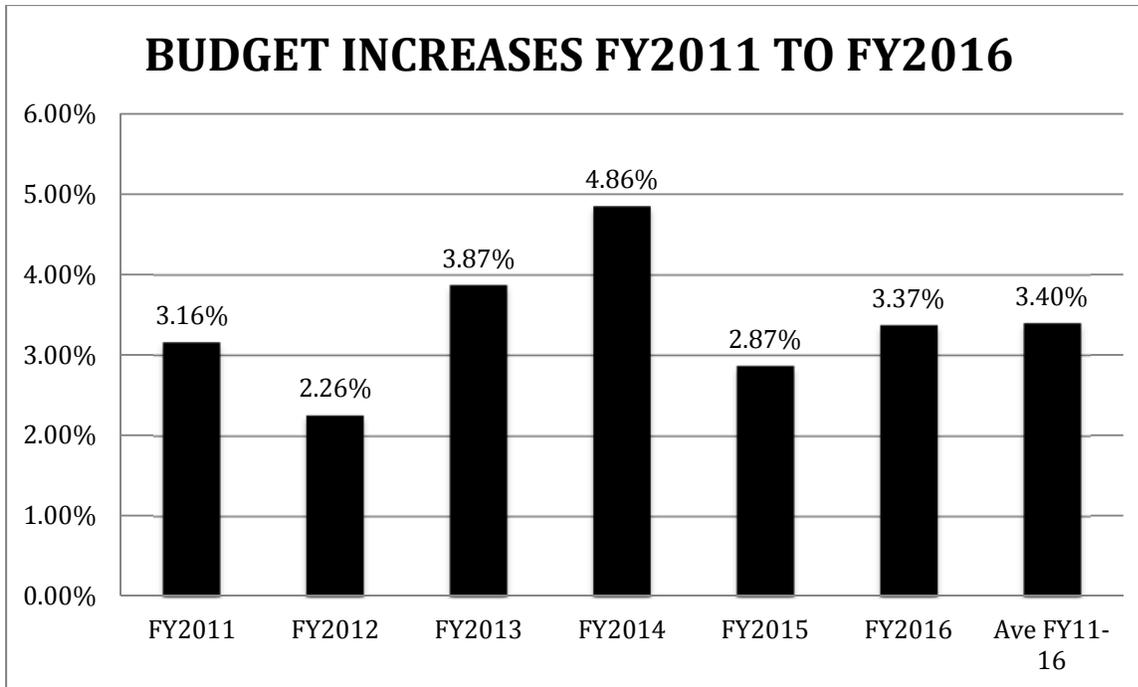
PERCENTAGE OF STUDENTS IN SPECIAL EDUCATION



	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
■ Andover	16.24%	16.30%	16.47%	17.31%	17.17%	18.10%
▨ State	17.04%	16.98%	16.98%	17.01%	17.08%	17.20%

GROWTH IN K-12 ELL POPULATION FY12 TO FY17





Throughout these five years, despite significant constraints and challenges, overall test results remained constant. This outcome speaks to everyone’s commitment to the strategic plan and to the dedication of the staff, the district leadership and particularly the School Committee.

In the process of executing any long-range plan, circumstances change along the way. Some targets are met or even exceeded. Others witness progress, but not completion. Still others are unable to be tackled because of insufficient time, funding or other obstacles. And some are intentionally abandoned with the recognition that they are no longer the best path to attaining the organization’s mission and vision.

So it was with the APS Five-Year Strategic Plan, which articulated our commitment to providing a world-class education in an innovative, inclusive, student-focused and fiscally stable educational system. In this status report, we begin by describing the most significant accomplishments of 2011-2016 as they pertain to each of the plan’s five goals. We then discuss both the tasks that are underway but need to be completed and the work that is on track but needs to be sustained. Finally, we present some ideas that we may consider incorporating into our next strategic plan.

A. What We Accomplished

GOAL 1 was to advance curriculum, instruction and assessment in the district and to provide quality materials and meaningful activities that engaged all students in developing the knowledge and skills that would enable them to thrive in an ever-changing world. Vital to this effort was a strong system of support at the leadership level.

The district formed a curricular leadership team and updated curricula in a focused way to improve students' academic outcomes.

Program coordination and curricular consistency across schools at each level are critical to moving the district forward as a whole. It is important that parents and the community recognize that students have excellent and equitable educational opportunities, regardless of which school they attend. Over the course of this strategic plan, we hired a Program Coordinator for each of the 6–12 and K-12 content areas. Together with the principals and teachers who serve on the Curriculum Advisory Boards, this leadership team is responsible for ensuring that the curriculum and the instructional processes are reviewed and evaluated, programs are vetted and selected, and support for program implementation is in place. We substantively upgraded and updated our K-12 curriculum in math, science and writing, and partially restored and enhanced the art and music programs that had been eliminated during the nationwide recession. To address students' ongoing social-emotional wellbeing and to foster their leadership capabilities, we renewed our commitment to the Open Circle Program at the elementary level, and we continued to offer a variety of initiatives (Crew Time, Integrated Team Time and Where Everyone Belongs) in the middle schools. We also created a systematic schedule so curriculum renewal can continue on a regular cycle over the coming years.

The district dedicated a leadership position to the promotion of innovation and community engagement.

The leadership infrastructure was further strengthened by the employment of a Director of Strategic Innovation, who is incorporating concepts of design thinking and creative problem solving into the curriculum, while simultaneously fostering opportunities to link APS students and schools with the community. This initiative quickly bore fruit in the form of the Andover High School Innovation Lab and Virtual Sandbox, a technology-based tool for studying climate and topography. Meanwhile, each of the elementary schools piloted the use of Maker Studios to increase creative problem solving in the areas of design and engineering.

The district created programs to better support the learning needs of individual students.

In the midst of the progress accomplished in the regular program curriculum, the needs of specific groups of learners were not forgotten. Over the five-year period, APS established a Language Enriched Academic Program (LEAP) for students in grades 3-8 and similar language-based program classes for students at Andover High School who exhibit dyslexia and/or language-based learning disabilities; collaborated with North Andover in launching the Transition Opportunities Program (TOP) to help young adults with disabilities develop daily living, personal-social and occupational skills; and implemented major structural changes to ensure the effectiveness and

efficiency of the English as a Second Language program. The district also restructured existing programs (Excel) for students with cognitive disabilities and students on the autism spectrum to provide programming continuity from PreK to age 22.

GOAL 2 was designed to provide staff and students with a technology-rich environment that not only used technology to deliver instruction and measure learning, but also supported students in becoming confident users of all types of technology and digital communication tools.

The district and the Town jointly upgraded and modernized their technology infrastructure to improve staff and student productivity.

This goal received a remarkable boost when, in 2011, the Town and Schools of Andover entered into a Memorandum of Understanding that created a new unified Information Technology function. The following spring, the Town's voters approved a \$2.5M bond to upgrade technology infrastructure, improve staff productivity and usher in a new generation of digital learning. Those public funds changed the face of teaching and learning throughout APS.

The district introduced a blended, technology-rich learning environment for students.

Continued collaboration between the district's Department of Digital Learning and the town's Information Technology department led to the creation of technology-rich digital classrooms, where students combine traditional print media with appropriate technology tools and resources in a blended learning experience. The underlying network architecture was rebuilt to support a markedly increased volume in both wired and wireless traffic. Every teacher received a laptop computer and every classroom has either an interactive projector or interactive whiteboard. The iAndover initiative supported cost-efficient progress toward a 1:1 computer environment by employing a Bring Your Own Device strategy in grades 6-12. Students are using the Internet to collaborate on projects across classrooms and schools, and even to engage with students in other countries. A wireless computing strategy for APS was made available in all schools and classrooms and in district offices, along with multiple portals of entry to enhance communication among staff and between parents and staff. The phone system was converted to VOIP, replacing aging school intercoms with an integrated communications environment that allows for rapid cross-building communication during an emergency.

The district provided support staff to promote effective use of technology by teachers and students.

Hardware, software and other forms of technological infrastructure are critical in today's educational environment. However, the benefits of these devices often go unrealized if there is no one to teach and support staff in their use. To ensure that we would achieve full advantage of the new technology, the district added a Director of Digital Learning, plus enough Digital Learning Specialists to serve every school on either a full-time or part-time basis. The Digital Learning Specialists provide direct instruction and professional development to teachers so they may differentiate instruction to meet the diverse needs of our students. For example, the Specialists promoted cross-class, cross-district collaboration and communication through the online digital

Web 2.0 Tool. Teachers use software applications such as Aspen, Google Apps for Education and BaselineEdge, which have improved the efficiency of student grading, reporting and record keeping. In addition, the Digital Learning Department offered multiple professional development opportunities for administrators and support staff. Thanks to this multi-pronged approach, APS significantly upgraded and modernized its technology infrastructure so it is capable of performing at the level required to meet district needs.

GOAL 3 spoke to the need to recruit, employ, retain, evaluate and further develop high-quality teachers, administrators and support staff.

The district supported extensive efforts to attract the best talent to the system.

The Human Resources Department assisted other departments in recruiting and selecting high-quality personnel to fill new positions in the areas of curriculum, technology and innovation. The district also participated in multiple teacher recruitment fairs each year, advertised positions in print and online media, and encouraged participation from principals in the recruiting and hiring process. The district succeeded in attracting and selecting highly capable principals to fill leadership vacancies at the school level.

The district provided mentoring for teachers and administrators as well as professional development for current staff.

New teachers participated in a formal orientation program and were assigned mentors for their first year in the classroom. Through contract negotiations, the guidelines for teachers seeking to earn professional development credit were strengthened to require that the content of such professional development be substantive in nature. The district also invested more deeply in enabling teachers to participate in conferences and other professional development opportunities outside the district. The district established a Leader-to-Leader program to develop and strengthen leadership skills among current administrators. Across role groups, the district's annual professional development plan was linked to the priorities in the strategic plan.

The district effectively implemented the new teacher and administrator evaluation model to provide higher levels of accountability and encourage professional growth.

Some of the most important professional development work undertaken over the past few years was in relation to the new Massachusetts educator evaluation model, which was adopted and implemented district-wide. The new state standards and evaluation rubrics were put in place for all licensed staff, including administrators, teachers and nurses. In collaboration with the Andover Education Association, all district evaluators were trained in the new system. Evaluation teams, composed of teachers and administrators from each building, were instrumental in training and supporting teachers as they learned the new system. The adoption of these more rigorous standards and evaluation tools will serve to encourage professional growth and raise the level of professional performance.

GOAL 4 addressed the need to have and implement a comprehensive communication plan.

The district established a reliable communication network including multiple applications that support communication with constituents.

Communication is the cornerstone of any organization desiring to strengthen its connection and engagement with those it serves and with its employees. One of the most significant successes of the 2011-2016 period was laying the groundwork for a reliable network to support website, email, voicemail and constituent-wide communication. The community can access information through the APS website, and parents receive important immediate information through the Connect5 messaging system. The district phased in the ASPEN parent portal feature over a number of years, and it is now used as the reporting structure at all grade levels. Parents can access their children's class information, helping to strengthen home-school relationships. Although the district has not implemented the formal use of social media as a means of communication, increasing numbers of professional staff are using tweets, blogs and similar avenues to engage parents, students and colleagues.

The district sustained consistent communication with parent and school groups.

While technology-based communication has introduced many efficiencies in terms of both cost and time, it does not replace the value that is derived from face-to-face interaction, both on an individual basis and with parent organizations. Townwide Parent Teacher Organization (PTO), which had not met for a number of years, began meeting regularly with the superintendent to share district information and foster coordination of effort among school PTOs. The SEPAC officers and the Director of Student Services initiated regular meetings to keep the lines of communication open and to strengthen the relationship between the parents of students on IEPs and the schools. The district also hosted a number of community forums on various issues.

The district fostered and sustained important partnerships with community groups.

Educating children requires the proverbial village, which entails partnering with community members, businesses and other agencies. The district developed or strengthened partnerships with Merrimack College for student interns and fellowships; with The Center at Punchard (Andover Senior Center) to bring committed senior volunteers into our schools; and with the Andover Coalition for Education, the Andona Society, the Service Club of Andover and the Andover Rotary Club in support of district innovation and school initiatives.

The district engaged with the town in an innovative and cost-effective partnership through a shared staffing model in human resources, technology and facilities.

Key to the district's success during this five-year period was the relationship with the Town. The shared staffing model in human resources, technology and facilities was exceptionally effective. APS and the Town also partnered to address health concerns and safety protocols, and we initiated a joint project to examine and evaluate all of the town buildings.

GOAL 5 focused on the need to support a fiscally stable educational system and maintain its infrastructure. Such stability is essential to the long-range planning and implementation of facilities, staffing and programs.

Lack of stability has a negative impact on many aspects of a district's operations. It affects programming decisions when district leaders are unsure whether there will be funds to expand a successful program or begin a new one. It affects staff morale and staff performance when employees worry about job security. And it affects leadership priorities when time and effort that could better be devoted to improving student outcomes must instead be allocated to the design of multiple budget scenarios.

The district instituted software applications that create administrative efficiencies.

In an effort to promote stability for instructional programs, during the course of the 2011-2016 Strategic Plan, APS instituted a number of administrative efficiencies. For example, we put into place several software applications, including one that supports a work order system for facilities and another that provides an online payment system for student fees (athletic registration and bus passes) and meals.

The district enhanced the clarity and transparency of its financial reports.

Stability is also increased if all parties have a clear understanding of the district's financial needs and resources. Accordingly, major revisions were made to the FY 2017 Preliminary Budget Book to foster accountability, and a number of comprehensive financial reports were issued to provide greater transparency about the district's operations. The advantage of such transparency and understanding were demonstrated when the school, town and community collaborated to design, fund and build the new Bancroft Elementary School facility.

B. What We Need to Complete

In addition to the achievements outlined above, a number of other strategies were underway. The work on these strategies is partially completed and is recommended to continue into the future until each task is completed. However, such continuation will depend upon the allocation of funds for this purpose in the next strategic plan.

The district needs to continue the curriculum renewal cycle, particularly in the areas of English language arts and social studies.

Of particular urgency is the need to continue with a disciplined curriculum renewal cycle by updating and upgrading the curriculum for K-12 English language arts and for PreK-5 social studies. Progress on the latter will be facilitated now that the district has expanded the role of the Program Coordinator for social studies in grades 6-12 to include grades PreK-5. We also need to finish digitally mapping the district curriculum in a database, so teachers and administrators can see the sequential flow between courses and grade levels. Access to a searchable curriculum database allows teachers to collaborate, to avoid segments of overlap in both content and skills, and to build on each other's units of study. Related to that database, we need to create additional

common assessments for the core courses. This work is currently at various stages of development at the middle and high school levels in math, science, social studies and English. As each of these curriculum and assessment efforts is completed, it will trigger the need for related professional development.

The district needs to continue its implementation of iAndover in the elementary grades and its implementation of the new high school schedule.

An additional four years will be required to fully implement the iAndover initiative, moving classrooms toward 1:1 in terms of both equipment and online instructional materials. This work includes helping staff become skilled and comfortable with the incorporation of blended learning and personalized learning into their daily classroom approach. At the high school level, transition to the 7+H schedule remains a high priority; extensive planning work has been done, but implementation must await the necessary funding.

The district needs to continue its efforts to increase operational efficiencies, improve facilities and strengthen the professional talent of all staff.

Other important work that needs to be completed includes operationalizing the Business Office plan to convert the steps in generating requisitions and purchase orders from a manual process to one that is electronic, thereby saving time and labor and reducing errors. Additional efficiencies would derive from implementing a software program that could automate many of the processes related to recruiting, screening, tracking and hiring applicants for district positions. We also want to collaborate with the town in developing a long-term facilities improvement plan based on the final report issued by MGT of America. In addition, we want to consider developing orientation and mentoring strategies to support new employees who are not part of the teaching ranks.

C. What We Need to Sustain

Other important efforts from the 2011-2016 Strategic Plan are on track, but are still ongoing. In other words, they do not have a defined completion point, but instead are supportive activities or processes that need to be sustained if we are to continue making the level of progress we have seen since 2011.

The district needs to sustain the professional development of staff to enhance their capacity to deliver the highest quality of instruction and program improvement.

The most obvious of these activities is the provision of high-quality professional development for all staff. Teachers are especially interested in expanding and deepening their ability to incorporate project-based learning (PBL) and social and emotional learning (SEL) into the curriculum as two means of engaging students in the learning process. Through project-based learning, students gain knowledge by tackling a complex and meaningful problem for an extended period of time, and often explain their work in a public presentation. Through social and emotional learning, students learn to set goals, feel empathy for others, manage their own emotions, establish positive relationships and make responsible decisions. As another facet of PBL, teachers want to offer students more opportunities for externships and internships that connect the classroom curriculum

with the real world. In terms of professional development, an ongoing priority is to focus on the continual strengthening of skills among staff in all district capacities, instructional, administrative and support, to make effective and efficient use of the ever-changing array of hardware and software to enhance student learning and staff productivity. To ensure that our new teacher evaluation model is serving to enhance teacher performance and growth, we would do well to solicit formal feedback from teachers and principals, by means of surveys or focus groups.

The district needs to sustain and enhance its communication with non-English-speaking parents and with local corporations and organizations.

Some of our hoped-for ongoing work will involve parents and community. Given the rapidly increasing population of English language learners, the district is eager to continue enhancing its translation services to better communicate with parents, as well as ensure that staff members know how to access those services. We also wish to maintain our existing partnerships with local companies, which graciously support various initiatives through the voluntary efforts of company leaders and staff, plus corporate support for particular programs. Simultaneously, we want to reach out to more companies that could offer meaningful assistance and involvement in our schools.

The district needs to enhance its overall parent and community communication efforts through more current two-way communications systems and through staff support that provides leadership and consistency for this communication.

The district benefits greatly from hearing the perspectives of parents and community members. We want to establish an effective online system of two-way communication, so we can gather feedback and respond to concerns. To maintain and build trust, such two-way communication must be carried out in a timely way. The much-needed enhancements to the district's communication activities will depend on the allocation of staff dedicated for these purposes.

D. What We May Want to Undertake

Given that we want to build on the many accomplishments of the past five years and perhaps even accelerate our rate of progress, it would be wise to begin a conversation now about the direction of the district's next strategic plan. The two sections above lay out a significant amount of work that could and probably should be included in this plan to achieve targets and sustain the momentum achieved during 2011-2016. As always, the district leadership and the School Committee will have to consider priorities and make some difficult choices. Following are several objectives that we may want to include in our discussions about the district's future direction:

- Perhaps foremost is the need to keep working toward a sufficiently strong and stable financial foundation. Even the best plans will gather dust on a shelf if adequate funding is not made available.
- In light of the global economy and the growing interdependence of nations, elementary and middle school students would benefit from increased opportunities to study multiple world languages and cultures.

- Our schools are at different stages in their work on both assessing student growth and analyzing the results to inform instruction. We should significantly enhance the appropriateness and consistency of progress monitoring and reporting among schools at all levels.
- Our students may benefit from greater access to digital textbooks and source materials, particularly in the middle and high schools and particularly in curricular areas such as science, where currency of information is important. In some cases, digital textbooks may be appropriate replacements for traditional print media.
- Students with unique learning needs would benefit from an expansion of universally designed curriculum and the routine integration of assistive technology tools.
- Blended learning that incorporates the use of technology would be an advantage to students at all grade levels. High school students would benefit from the opportunity to enroll in more virtual online courses to pursue advanced or specialized classes not available at AHS. A reasonable expectation is that every student at AHS would enroll in at least one virtual course before attending college.
- The district would benefit from the development of a two-way communication system that offers a sustained online method for receiving and responding to perspectives, concerns and feedback from parents and community members, perhaps including translation services when non-English-speaking parents want to initiate contact with the district.
- Our communication efforts lack sufficient staff to support a two-way communication program, provide information on a regular basis to local media and respond most effectively to district issues and community crises. It would be highly beneficial to provide at least one additional communication staff person to lead and sustain these efforts.
- Based on the results of the facilities study, the preschool program will need to be relocated. In addition, the study indicates a need for significant renovations in, additions to and/or replacements of other school buildings over the next ten years.
- We need to find an effective way to expose our students to a more diverse staff of teachers and administrators and, at the same time, make cultural competency a key plank of professional development for all staff.

III. BY THE NUMBERS – SELECTED STATISTICAL INFORMATION

The 2016 in-district enrollment for APS totaled 6,107. This figure includes 2,710 students in pre-kindergarten through grade five; 1,533 students in grades six through eight; 1,788 students in grades nine through twelve; and 18 students in the post-twelfth grade transition opportunities program. Also included are 97 students who were served through out-of-district placements.

APS consists of one preschool, five elementary schools, three middle schools and one high school. In addition, APS is a member of the Collaborative for Regional Educational Services and Training (CREST) for special education, and the Town of Andover is one of the founding members of the Greater Lawrence Regional Vocational Technical School.

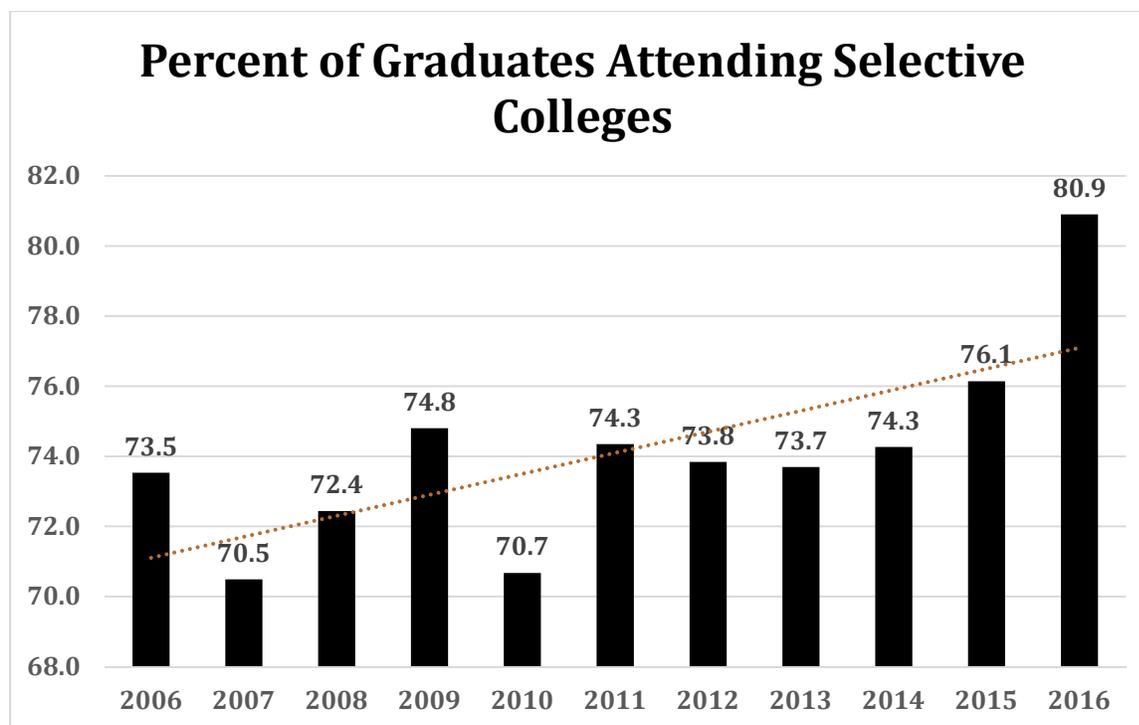
Enrollment

October 1, 2016 – 6,107
October 1, 2015 – 6,165
October 1, 2014 – 6,116
October 1, 2013 – 6,262

Class of 2016

Class size – 434
Adjusted cohort graduation rate - 96.1%
Post-high school plans
• Enroll in a four-year college - 89.4%
• Enroll in a two-year college - 5.4%
• Post-graduate year - 1.1%
• Employment or gap year - 2.0%
• Enter military service - 1.2%
• Other - .9%

Of the 95.9% enrolled in postsecondary education, 62% are attending their first-choice school.



SAT Scores – Class of 2016

- 394 tests were taken through January 2016.
- Average results were:
 - Critical Reading - 556
 - Math - 582
 - Writing - 562

Advanced Placement – May 2016

- 458 students took 981 exams.
- 79.1% of exams yielded a score of 3 or higher (for which most colleges award college credit).
- 128 AP Scholars achieved an average score of 4.05 out of a possible 5.0.

National Merit Scholarship Program

- 5 Semi-Finalists
- 20 Commended Students

Financial Data and Ranks*

- Andover's FY15 rank in school district spending above foundation: 95th among 293 non-vocational districts
- Andover's FY15 rank in per pupil expenditure: 84th among 293 non-vocational districts
- Andover's average property tax as a percent of median income: 7th among 11 comparison communities
- Andover's rank for starting teacher salary: 8th among 11 comparison communities

- Andover's rank for the highest teacher salary without a doctorate: 5th among 11 comparison communities
- * Comparison districts based on demographics and socio-economic status include: Arlington, Chelmsford, Franklin, Holliston, Natick, Needham, North Andover, Wellesley, Westwood and Winchester.

IV. RECOGNITIONS

APS students and staff distinguished themselves in the 2015-2016 school year through an array of awards and other recognitions of their outstanding **academic** accomplishments, some of which are listed here.

- ❖ Students from West Elementary School (130) and from High Plain Elementary School (60) competed in the Continental Math League (Grades 2/3) and Math Olympiad (Grades 4/5). The Grades 4/5 Math Teams from both schools scored in the top 20 percent in the world and each received a plaque to commemorate their meritorious standing.
- ❖ Physical education teachers, Kevin Tiller and Jess Pennell, presented at the annual Massachusetts Association for Health, Physical Education, Recreation and Dance (MAHPERD) conference in 2016 on the topic of inclusion and adaptations in regular PE activities.
- ❖ From West Elementary School, 49 students were invited to participate in the Massachusetts Children's Book Awards Voting Celebration, sponsored by Salem State College for students in grades 4-6 throughout the state. To receive an invitation, a student must have read at least 5 of the 25 books nominated.
- ❖ West Elementary School grade 2 teacher Jennifer Sands received the Outstanding Science Teacher Award from the North Shore Science Supervisors Association in recognition of her excellence in science instruction. Recipients are recognized for the skill, energy, creativity and effectiveness of their teaching and for their leadership potential in science education in their school and beyond.
- ❖ High Plain Elementary School reading teacher Colleen Dolan was awarded the Sontag Prize for Urban Education, which recognizes outstanding teaching in mathematics, English language arts (ELA) and other disciplines. Educators chosen for the Sontag Prize will lead classes as part of the Acceleration Academy, a program designed to provide targeted small-group support for students in schools north of Boston.
- ❖ High Plain Elementary School music teacher Martha Giguere was named 2016 Andover Rotary Educator of the Year.
- ❖ The South Side Singers, a select vocal ensemble made up of 45 fourth- and fifth-grade students at South Elementary School, performed at the South School winter concert and are invited to perform at The Kennedy Library in Boston this spring.

- ❖ All APS elementary schools participated in an innovative before-school science program with Pfizer biopharmacists. Students and scientists performed actual experiments using the “Bacteria Around You” curriculum.
- ❖ Sanborn Elementary School had over 50 children participate in the Math Olympiad Program and finished in the top 5% as a team.
- ❖ The Sanborn Elementary School “Food Rescue Initiative and Recycling Program,” Zero-Waste Team and the K-5 children were recognized at the State House by Energy and Environmental Affairs Secretary Matthew Beaton, as part of the “Excellence in Environmental Education” 8th Annual Green Difference awards program.
- ❖ Six Sanborn Elementary School children were invited to present their poetry at Northern Essex Community College, as part of the Peace Poetry Contest.
- ❖ West Middle School Spanish teacher Diana Newell and ELA teacher Colleen McCormick were accepted as partner teachers in the University of Massachusetts/Lowell Teaching Excellence and Achievement (TEA) Program. As a result of this honor, West Middle School welcomed Girja Kanagaratnam, an educator from Sri Lanka, and Mehrangez Navuzmamadova, a teacher from Tadjikistan.
- ❖ West Middle School social worker David Hughes and ELA teacher Shannon Witman have been accepted to present a session on “Mindful Studies” at the 2017 New England League of Middle Schools (NELMS) Conference in Providence, RI. Mr. Hughes is currently teaching a course on this topic as part of Andover’s staff development program.
- ❖ West Middle School honored several students who achieved impressive results on the AMC8 Math Contest. Top scorers who received additional honors, including honor rolls for nationwide achievement, include 6th grader Alex Tong, 7th grader Ryan Zhu and 8th grader Kevin Guo. Bronze and silver medalists include 6th graders Rishika Argawal and Neil Chowdhury; 7th graders Naren Savkur, Jade Nair and Alexandra Zetea; and 8th graders Oren Cohen, Jackson DeSanto, William Hung, Ariel Kim and Kirsten Muscat.
- ❖ West Middle School student Imani Phisic received Honorable Mention in the MaFLA 2015 Poster Contest, which included 59 posters submitted from schools across the state. The theme was “Climbing the Proficiency Ladder: Many Languages, One Goal!”
- ❖ Lisa Spataro, grade 7 math teacher at Wood Hill Middle School, implemented a Legacy Project. Each week, she took a group of students to the Senior Center with the goal of creating a connection between the students and senior citizens. Students and seniors developed positive relationships as they played games and learned about each other through questions and listening, culminating with an end-of-year celebration.
- ❖ Wood Hill Middle School students applied to participate in the Bridges Connection program. The Bridges classroom serves students with autism. The selected students regularly interacted with students in the Bridges classroom, developing relationships that

extended beyond the classroom into lunch and recreation periods. Both groups of students benefited greatly from this partnership, closing the year with a family-inclusive celebration in which students read pieces they had written describing what they had discovered about each other and about themselves during the course of the project.

- ❖ Doherty Middle School teachers Kenneth Matteucci, Mollie Shenker, Leela Bakshi, Julie Diehl and Veronica “Ronnie” Pennick collaborated on an integrated project, as part of the New England Arts for Literacy (NEAL) grant. Students presented a culminating performance that highlighted the power of the arts in enhancing students' understanding of content-specific text. This multi-disciplinary project showcased the work of students in orchestra, social studies, Spanish, chemistry and art.
- ❖ Doherty Middle School health teacher Cheryl Todisco was selected as Health Educator of the Year by the Massachusetts Association for Health, Physical Education, Recreation and Dance (MAPERD).
- ❖ Doherty Middle School 7th grade students Aidan Burt, Emily Chen and Pratheek Kujmanda, and 8th grade students Samar Seth and Wendy Wu were invited to participate in the American Mathematics Competition (AMC 10), based on their AMC 8 scores.
- ❖ In the National Latin Exam competition, Andover High School students Tate Jodoin, Skylar McCampbell and Adiba Ubaidu won *Magna Cum Laude* honors; Ved Ahuja earned a silver medal for *Maxima Cum Laude*; and Teagan Maloney and Frank Cai each received *Cum Laude* certificates.
- ❖ Andover High School Global Engagement student Alexander Shih, class of 2018, was accepted into the 2016 Global Youth Summit on the Future of Medicine at Brandeis University.
- ❖ Lin Wu, Andover High School Chinese teacher, won a Chinese Proficiency Scholarship provided by the MaFLA.
- ❖ Through working in the Innovation Lab, Andover High School students created a “virtual reality sandbox.” The students’ work captured the attention of numerous local and national leaders in education, including Harvard University and MIT, where students were invited to present the sandbox to an audience of students, educators, researchers scientists and businesses. The virtual reality sandbox, one of only a handful ever created in the world, transmits topographic lines onto the surface of sand from a projector connected to a computer that was built by Andover students. The projection that is cast over the sand looks just like a topographical map. The software allows the projection to react when the sand is moved. With it, one can see in real time the impact of rain on a hillside or how a river overflows a riverbank.

The **athletics** program at Andover High School (AHS) continued to excel, with several athletic teams earning championship titles. Our student athletes worked hard, showed character and

sportsmanship and were the best they can be on and off the field. The Boys and Girls Indoor Track Teams won the MIAA Sportsmanship Awards. The following teams earned championship titles:

- ❖ Merrimack Valley Conference Champions
 - Field hockey
 - Volleyball
 - Girls Swimming
 - Boys Ice Hockey
 - Boys Swimming

- ❖ North Sectional Champions
 - Girls Swimming
 - Girls Volleyball

- ❖ The Girls Swim Team won the State Championship.

- ❖ AHS senior E.J. Perry set a state record for passing yards (655) in a football game, achieving this record against Central Catholic in the North Finals. E.J. also joined the 1,000-point club for Boys Basketball.

The **visual and performing arts** department had another successful year with many accomplishments by individuals and groups.

- ❖ Junior Districts (*denotes highest score in the district)
 - **Orchestra:** Emerald Tan DMS Violin I (9th chair); Gyuchan Lee WHMS Violin II (13th chair); Christina Li DMS Violin II (14th chair); Kate Mahoney Violin II (23rd chair); David Irza WMS Cello (2nd chair); Victoria Chen DMS Flute (1st chair); Alison Care AHS Clarinet (2nd chair); Emily Qui DMS Bassoon (1st chair)*; Sam Garth DMS Horn (1st chair)*; Quincy Mattor AHS Horn (4th chair); Ethan Cogswell AHS Trumpet (1st chair)*; Oliver Pawelek DMS Snare (1st chair)*
 - **Band:** Kate Ma WMS Clarinet (7th chair); Edward Lai DMS Trombone (6th chair); Nobu Hagiya AHS Snare (1st chair); Alex Zeng AHS Mallets (2nd chair)
 - **Girls Chorus:** Kelsey Dennehy WMS Soprano; Megan Gallagher WHMS Soprano; Sophia Yannalfo WHMS Soprano; Margaret Gould WMS Alto*; Imani Physis WHMS Alto; Isabel Zhou WHMS Alto
 - **Boys Chorus:** Sean Balou DMS Alto; Declan Woodring WMS Alto*; Avery Miller WMS Tenor
 - **Jazz Band:** Jorge Allen DMS 2nd Tenor Sax

- ❖ Senior Districts
 - **Orchestra:** Gavin Batsimm (Violin), Emily Hilman (Violin), Joseph Kim (Cello), Maggie Meng (Viola), Teagan Maloney (Trumpet), Shawn Moon (Trombone), Yazhini Ramesh (Violin), Tim Wang (Violin), Sam Zhang (Violin)
 - **Band:** David Adly (Alto Saxophone), Ben Kesler (Trombone), Alex Mattor (French Horn), Avery Wendell (Flute), Victoria Wu (Flute), Kevin Xu
 - **Chorus:** Matthew Allen (Tenor), Abigail Daggett (Alto), Andrew Hall (Bass),

Charlotte Lowell (Alto), Edward Lu (Bass), Evan Miller (Tenor), Dylan Millis (Tenor), Taejasvi Narayan (Alto), Daniel Webber (Bass)

- ❖ All State Districts
 - Kerrigan Bigelow (Vocal), Abigail Daggett (Vocal), Emily Hilman (Strings), Charlotte Lowell (Vocal), Edward Lu (Vocal), Dylan Millis (Vocal), Shawn Moon (Winds)
 - Daniel Webber (Vocal)
- ❖ Massachusetts Instrumental and Choral Conductors Associations (MICCA)
 - Emerald Tan (Doherty grade 8, violin) and Melinda Zhang (Doherty grade 7, cello) participated in the MICCA Festival (Solo and Ensemble).
- ❖ AHS Marching Band
 - Methuen Competition, earned a Bronze Medal
 - Billerica Competition, earned a Silver Medal
 - Reading Competition, earned a Silver Medal
 - New England Marching Band Championships, earned a Gold Medal
- ❖ Show Choir
 - Eastern Show Choir Festival: Back to Bass-ics (Men's Show Choir): Most Fun and Entertaining Show Choir Award, Gold Medal (first gold medal for a Men's Show Choir in New England), 3rd place out of 10 in the Varsity Division
 - Nothin' But Treble (Women's Show Choir): Best Vocals in the Varsity Division, Gold Medal (First gold medal for NBT since it started five years ago), Grand Champion/1st Place out of 10 in the Varsity Division
 - From Start to Finish (Mixed Show Choir): Best Show Concept in Championship Division, Best Female Soloist-Deanna Clarke-Campbell, Gold Medal, 4th place out of 11 in the Champion Division, FSTF's first year to score gold at EVERY competition
 - Mill City Show Choir Festival: Best Male Soloist-Dylan Millis; Judge's Award for Best Quintet-Rosie DeLuca, Henry Gilbert, Edward Lu, Taejasvi Narayan, Daniel Webber; Best Use of Color on Stage-From Start to Finish, Gold Medal; Back to Bass-ics, Silver Medal; Nothin' But Treble, Bronze Medal
 - Providence College Choral Festival: Spotlight-Superior Rating
 - Central Massachusetts Show Choir Festival: Top Performer Awards-Eriq Gasse, Emilee Wearing, Daniel Webber; From Start to Finish, Gold Medal, 2nd place Mixed Division; Nothin' But Treble, Silver Medal, 2nd Place Unisex Division; Back to Bass-ics, Silver Medal, Grand Champion Unisex Division

- Nutmeg Show Choir Festival: Most Entertaining Show–Back To Bass-ics; From Start to Finish, Gold Medal, 3rd place Mixed Division; Nothin' But Treble, Silver Medal, Grand Champion Unisex Division; Back to Bass-ics, Silver Medal, 2nd place Unisex Division
- Heart of America Choral Festival: From Start to Finish–6th Runner-Up in Nationals (Championship Division); Nothin' But Treble–6th Runner-Up in Nationals (Unisex Division); Back to Bass-ics–5th Runner-Up in Nationals (Unisex Division); Spotlight–Superior Rating, 3rd Runner-Up in Nationals (Concert Choir Division)
- ❖ Theatre
 - Massachusetts Educational Theatre Guild: Drama Festival Preliminaries, All Star Cast Awards, Excellence in Acting–Kate Rigazio and Ryan Doyle; Excellence in Stage Management–Maria Papadopoulos
 - Drama Festival Semi-Finals: Excellence in Acting–Ryan Doyle; Excellence in Projection Design–Dana Donovan, Juliana Lugg and Anna Yeo
 - Drama Festival Finals: Honorable Mention for the Spirit of Festival video contest–Dana Donovan, Juliana Lugg and Anna Yeo
- ❖ Visual Arts
 - Scholastic Art Awards: Samara Dowe (Honorable Mention)–Photography; Samara Dowe (Silver Key)–Photography; Natalie Elliott (Honorable Mention)–Drawing & Illustration; Natalie Elliott (Honorable Mention)–Drawing & Illustration; Audrey Gallacher (Silver Key)–Drawing & Illustration; Emery Grearson (Honorable Mention)–Drawing & Illustration; Emery Grearson (Honorable Mention)–Drawing & Illustration; Emery Grearson (Silver Key)–Art Portfolio; Emery Grearson (Silver Key)–Digital Arts; Donald Guidoboni (Honorable Mention)–Ceramics; Donald Guidoboni (Honorable Mention)–Drawing & Illustration; Donald Guidoboni (Silver Key)–Ceramics; Donald Guidoboni (Silver Key)–Ceramics; Jonathan Hovor (Honorable Mention)–Drawing & Illustration; Fiona Jungmann (Gold Key)–Fashion; Fiona Jungmann (Gold Key)–Mixed Media; Fiona Jungmann (Gold Key)–Art Portfolio; Fiona Jungmann (Gold Key, American Visions Nominee)–Fashion; Fiona Jungmann (Silver Key)–Fashion; Natalie Kushner (Honorable Mention)–Photography; Rebecca Lee (Honorable Mention)–Drawing & Illustration; Caitlin Leyne (Honorable Mention)–Photography; Juliana Lugg (Silver Key)–Photography; Sharon Mai (Silver Key)–Drawing & Illustration; Nicholas Makiej (Gold Key)–Painting; Nicholas Makiej (Honorable Mention)–Drawing & Illustration; Angela McNamara (Honorable Mention)–Art Portfolio; Angela McNamara (Honorable Mention)–Mixed Media; Jennifer Monderer (Honorable Mention)–Drawing & Illustration; Hannah Muhlfelder (Honorable Mention)–Drawing & Illustration; Grace O’Hara (Honorable Mention)–Sculpture; Zara Silva-Landry (Honorable Mention)–Mixed Media; Alice Wang (Silver Key)–Drawing & Illustration; Sophia Wang (Honorable Mention)–Painting; Elizabeth Zhang (Gold Key)–Drawing & Illustration; Elizabeth Zhang (Honorable Mention)–Drawing &

Illustration; Elizabeth Zhang (Silver Key)–Drawing & Illustration; Samuel Zhang (Silver Key)–Drawing & Illustration

- National Gold Medal: Fiona Jungmann won the Scholastic Art Awards National Gold Medal for her art piece “Identity Thief;” the National American Visions Award (the highest award in the show and includes a \$5,000 scholarship) for the same artwork; and a National Gold Medal for her Art Portfolio.
- Fiona Jungmann, one of only eight students nationally to receive a gold key portfolio award at the national level, also received an additional \$10,000 scholarship as a National American Visions Award winner. Her work will be on display at the National Awards Ceremony at Carnegie Hall in New York City.
- Endicott College Competition 2016 High School Student Exhibit: Gretchen Polcy, Alice Wang, Charlotte Gutterman
- Sixth Congressional High School Art Competition: Eva Chakravorty, Teresa Dell'Anno (Best in Show), Juliana Lugg
- Collaborative Visual Arts Award/Exhibit (CREST): Kenan Chen (11th grade), Hannah Muhlfelder (12th grade), Rebecca Lee (12th grade), Heather Roberts (10th grade), Gina Campbell (11th grade), Eva Chakravorty (12th grade)
- Teen Portraiture Exhibit at Essex Art Center, Lawrence, MA: Emma Dyer, Sam Finbury, Allyson Lee, Mia Lin, Sonnet Lockhardt, Nancy Osorio, Benjamin Riley, Noah Rodger, Ellen Streeter

V. CONCLUDING REMARKS

We live in a time of rapid change. Although the Strategic Plan for 2011-16 served us well, a plan that remains static for a five-year period is no longer viable. As we look ahead, we may be well advised to develop instead what is known as an “agile strategic plan,” that is, one that can more readily accommodate revisions based on changing circumstances and the latest data. Thus, an agile strategic plan would remain current over time and would enable us to take advantage of shifts in priorities and resources to better meet our goals. A sharper definition of our targets would prompt even better allocation of our resources.

Finally, educational funding is essential if the district is to provide expected services, maintain compliance with state and federal regulations and support investment in the strategic plan to enable the district to move forward with learning opportunities for APS students. The strategic plan is not a wish list; rather, it reflects the need to grow and improve our schools in a manner consistent with the vision, mission, values and goals of APS and the high expectations of the Andover community. We invite everyone in the community to join us in this effort.

On behalf of the students, faculty, leadership team and School Committee, I’d like to take this opportunity to thank the entire community for their ongoing support of the important work that is being done every day for APS students, particularly the many generous businesses and individuals who gave their time and money to support our schools. All of us are appreciative of the townspeople of Andover, the Andover Board of Selectmen and Finance Committee, who have seen us through challenging times and who continue to support our goal of providing the best possible education for all of our students.

I also want to express gratitude to the APS faculty, staff, principals, assistant principals and the leadership team for their hard work and dedication, and to the School Committee for their extraordinary support in contributing both time and resources. We are proud of our high-performing schools and remain committed to continuous improvement and growth.

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

Respectfully submitted,



Sheldon Berman, Ed.D.
Superintendent of Schools

GREATER LAWRENCE TECHNICAL SCHOOL

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

Greater Lawrence Technical School increased its Level I status in 2016-17 by improving its state rankings by an additional two percentile points, raising it to the 28th percentile level in the Progress and Performance rankings used by the Massachusetts Department of Elementary and Secondary Education to evaluate all schools. This advance reflects the success that the district has had in supporting its instructors and enabling its students to face today's challenges of academics, career development and personal growth, and to move ahead against all obstacles. It is to this end that Greater Lawrence commits its resources for its students to remain competitive in gaining new knowledge and in service to the community. It pleases us that each year more students at the school are successful in moving ahead with their college and career plans. The district is also preparing an early college, dual-enrollment initiative for its students which will enable them to earn college credits in both academics and in their career and technical area during their high school years. We see in this program and in everything that we try to do that our school should be thought of as a budding resource in the community to where local families can turn for the broadest range of educational opportunity for their children as their young people look to the future and to what it might hold.

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

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

While the school continues to be a community of learners dedicated to service and excellence, Greater Lawrence Technical School maintains its mantra "Demand More, Expect

More, Achieve More.” This has been reflected in the improvement in MCAS scores, the phenomenal success of the athletic teams and the continued medal winning prowess of both DECA and SKILLS/USA on the State and National level.

Greater Lawrence Technical School is proud to share our facilities and services with the Andover Community. Residents are able to have their car serviced, book an appointment in our hair salon, and enjoy lunch in one of our two restaurants. Our athletic venues for both youth and varsity sports teams include the swimming pool, gymnasium, and fields. The school is anticipating breaking ground on our new turf football and soccer field in the spring. The new sports complex will also include a state of the art track, lighting, score board, and sound system creating more access for member communities on nights and weekends. Our performance arts center and cafeteria host community events. More than sixty Andover groups and individuals have utilized the rental option created by the District Committee.

Greater Lawrence Technical School offers Adult Education courses to our district communities. Partnering with Gould Institute, classes include electrical, plumbing, pipefitting, carpentry, sprinkler fitting, HVAC, and sheet metal. Northern Essex Community College collaborates with Greater Lawrence to offer programs in Machine Tool Technology and Automotive. In the fall of 2017, the school will launch a new Greater Lawrence Technical Institute which will offer the community technical courses utilizing our state of the art facilities.

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

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

ANDOVER COMMISSION ON DISABILITY

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

In FY2016, our areas of concentration were:

1. Monitored sidewalks and curbcuts for Americans with Disabilities Act (ADA) compliance. Worked with Department of Public Works to have any problems corrected.
2. Collaborated with the Conservation Commission on the Andover Trails Project to upgrade the Haggetts Pond Reservation Trail to be ADA complaint. The Commission funded the Engineering Plan for the Parking Lot (to include 2 handicap spaces) and Entrance. It also funded the purchase of the ADA Compliant Informational Kiosk which will be dedicated to the Commission's late Chairman, Maddy St. Amand.
3. Hosted the Northeast Regional meeting of the Commissions on Disability for information sharing with neighboring Commissions, with the new Director of Massachusetts Office on Disability sharing his goals for the Department.
4. Attended an information meeting with the Andover Community Garden's initiative to make this garden available and accessible to the disabled population.
5. Replaced one vacancy on the Commission including two co-chairs, and the election of a new Chairman.
6. Upgraded website and replaced webmaster.
7. Monitored the Ballardvale Sidewalk issues regarding Tewksbury Street and sidewalk areas in response to 2016 Town Meeting warrant proposing over one half mile of new sidewalks connecting 300 hundred homes, businesses, commuter rail and open space in and around Ballardvale.
8. Attended Andover Community Forum to be informed on the proposed ten-year building plan for town/schools and our possible involvement in appropriate projects.

9. Attended Abilities Expo Annual Event at the Boston Convention Center and brought back a fact sheet on latest products and services for the disability community and its caregivers.
10. Met the new Director of Community Services Joseph Connelly and how the Commission may be helpful to his department.
11. Met with a parent of a disabled student who attended High Plain Elementary School and is currently at Wood Middle School regarding the problem with the shared playground at the two schools. A representative of the Town was also present at this meeting.
12. Supported “My Own Voice” which is a choir of children with disabilities who participate in the Treble Chorus of New England Choir Concerts to obtain funding for the Annual Tanglewood Concert.
13. Reviewed and updated the Commission’s bylaws.
14. Received state and federal updates via webinar with the Massachusetts Office on Disability.

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

PRESERVATION COMMISSION

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

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

Applications submitted	2014	2015	2016
Review of Plans	33	38	39
Demolition Delay–HSB	5	6	14
Dimensional Special Permit-HP	6	1	3
Total Applications	47	40	56

REVIEW OF PLANS

Thirty-nine applications were formally reviewed for architectural compatibility. Fourteen additional applications required no formal review by the Commission.

DEMOLITION DELAY OF HISTORIC BUILDINGS (SECTION 33)

The Commission reviewed demolition requests for fourteen historic properties. Thirteen structures were deemed historically significant and preferably preserved. Twelve buildings were razed. Demolition delay periods imposed on two structures in 2015 expired. One building, 33 Porter Road, will be moved to another site in 2017. A carriage barn, located at 47 Abbot Street remains in place when the property was sold.

DIMENSIONAL SPECIAL PERMIT/HISTORIC PRESERVATION (SECTION 7.9)

The Commission reviewed three applications and approved one for recommendation to the Zoning Board of Appeals for consideration of a Special Permit for Historic Preservation.

PRESERVATION AWARDS

On May 24, 2016, the 26th Annual Andover Preservation Awards recognized eight outstanding examples of historic preservation in Andover. Awards were given for exterior preservation and sympathetic additions.

PRESERVATION RESTRICTIONS

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

TOWN MEETING

2016 Town Meeting denied Article 47 to fund improvements for the historically significant Ballardvale Engine House. The future of this historic Town building is now in question.

HISTORIC BUILDING SURVEY – www.mhl.org/historicpreservation/

The historic preservation website is a digitized version of the general survey of Andover's historic buildings from the late 17th century through the early 20th century. The website, hosted by Memorial Hall Library, allows researchers and Town departments online access to this information as well as maps of the Town's historic districts and links to other resources. As a work in progress it is modified when new information becomes available. Phase 2 of this project will broaden the survey of 20th century buildings. Use the *Contact Us* tab on the website for inquiries. Ninety-eight inquiries were answered in 2016.

HISTORIC RESTORATION INFORMATION

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

BALLARDVALE LOCAL HISTORIC DISTRICT COMMISSION

Leo Greene and Joanna Reck are the Preservation Commission's representatives on the Ballardvale Historic District Commission. Joanna Reck serves as Chair. The Preservation Commission and the Ballardvale Historic District Commission work cooperatively on issues of mutual interest.

DESIGN REVIEW BOARD

Craig Gibson is the Design Review Board Chairman and serves as the Preservation Commission's representative on that board. The Commission remains vitally interested in the historic buildings and character of Andover's downtown and Main Street corridor to Rte. 495.

HISTORIC MILL DISTRICT

Karen Herman, Preservation Commission Chair, was appointed a member of the Historic Mill District Committee, created in 2016. This Committee is charged with developing design review standards for the Historic Mill District approved at the 2015 Annual Town Meeting.

ANDOVER HOUSING AUTHORITY

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

The Andover Housing Authority was organized in June, 1948. Meetings are held on the third Thursday of every month at the Stowe Court Community Room located at 100 Morton Street, except January, May and October meetings, which are held at the Frye Circle Community Room located at 256 No. Main Street. Board Members and Executive Director are as follows:

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

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

STATE FUNDED PROGRAMS

Income Limits are as follows:

1 person	\$46,000	3 persons	\$59,150	5 persons	\$71,000	7 persons	\$81,500
2 persons	\$52,600	4 persons	\$65,700	6 persons	\$76,570	8 persons	\$86,750

Apartment Turnover – Senior/Disabled 29 Units or (13%); Family 4 units or (12%)
Including transfers to larger or smaller units and reasonable accommodation moves.

Average Rent: Elder/Disabled Program is \$328; Family Program is \$354 (utilities included)

CAPITAL IMPROVEMENTS/ GRANTS

State Formula Funding Projects

- Frye Circle – Attic wall metal siding: completed \$390,000
- Chapter 689 Program: Handicap bathroom upgrades in process \$28,100
- Chestnut Court Sewer Ejector Pump – completed \$217,900
- Memorial Circle Plumbing Upgrades - completed \$44,000
- Memorial Circle primary upgrades – in process \$76,845
- Tree Trimming All Sites – in process \$5,800

STATE FUNDED GRANT

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

FEDERALLY FUNDED PROGRAMS

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

Contact Information for Section 8: Viviana Irizarry

978-475-2365 x103

Email: irizarryaha@gmail.com

Section 8 Income Limits are as follows:

1 person	\$ 46,000	3 persons	\$59,150	5 persons	\$71,000	7 persons	\$81,500
2 persons	\$ 52,600	4 persons	\$65,700	6 persons	\$76,250	8 persons	\$86,750

MARGARET G. TOWLE FUND

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

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

During 2016, the Trustees acted on nine cases, disbursing \$9,506.44. Only the income of the Fund is available. The principal of \$345,825.50 and a substantial portion of the current income are invested under the direction of the Trustees. All disbursements are made by the Town Treasurer upon vouchers approved by the Trustees.

Balance of Income as of Dec. 31, 2015	\$75,465.41
Receipts – 2016	<u>6,345.43</u>
	\$81,810.84
Disbursements – 2016	<u>10,243.44</u>
Balance of Income as of Dec. 31, 2016	\$71,567.40

JOHN CORNELL FUEL ASSISTANCE FUND

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

Balance on hand 6/30/15	\$59,285.66
Income – FY- 2016	936.89
Donations – FY- 2016	0
Expenditures – FY- 2016	<u>600.00</u>
Balance as of 6/30/16	\$59,622.55

TOWN OF ANDOVER, MASSACHUSETTS

BALANCE SHEET

JUNE 30, 2016

		ENTERPRISE								
		GENERAL	WATER	SEWER	CAPITAL	SPECIAL	INTERNAL	EXPENDABLE	LT DEBT	GRAND TOTAL
		FUND			PROJECT	REVENUE	SERVICE FD	TRUST		
ASSETS										
	Cash and Equivalents	17,091,056.06	4,087,229.73	2,471,233.06	25,289,561.45	7,596,531.31	2,778,758.29	16,047,464.16		75,361,834.06
	Property Taxes									
	Personal Property	135,238.09								135,238.09
	Real Estate	1,743,969.13								1,743,969.13
	Motor Vehicle Excise	513,771.32								513,771.32
	User Fees		945,292.81	806,375.05						1,751,667.86
	Special Assessments	8,943.57		6,389,395.65						6,398,339.22
	Tax Liens	1,679,890.42	57,641.56	41,997.81						1,779,529.79
	Deferred Tax	237,390.23		21,123.63						258,513.86
	Tax Foreclosure	259,091.68								259,091.68
	Other Receivables	390,385.60		644,188.81		202,244.23				1,236,818.64
	Total Cash & Receivables	22,059,736.10	5,090,164.10	10,374,314.01	25,289,561.45	7,798,775.54	2,778,758.29	16,047,464.16	0.00	89,438,773.65
	Other Assets									
	Amounts to be Provided for:									
	Long Term Debt								100,969,386.00	100,969,386.00
	Total Assets	22,059,736.10	5,090,164.10	10,374,314.01	25,289,561.45	7,798,775.54	2,778,758.29	16,047,464.16	100,969,386.00	190,408,159.65
LIABILITIES AND RESERVES										
	Warrants Payable	1,247,367.64	78,360.59	18,018.59	899,811.55	180,793.76	113,582.05	737.00		2,538,671.18
	Accrued Payroll	4,920,926.39				129,548.70				5,050,475.09
	Liabilities Due Depositors	518,202.17		9,921.00		0.00				528,123.17
	Tailings	26,065.45				0.00				26,065.45
	Reserve for Abatements	2,341,894.51				0.00				2,341,894.51
	Deferred Revenue	2,616,486.55	1,002,934.37	7,903,080.95		202,244.23				11,724,746.10
	Bond Anticipation Notes Payable	0.00			5,468,000.00	0.00				5,468,000.00
	WPAT	0.00			(0.10)	0.00			100,969,386.00	100,969,385.90
	Total Liabilities	11,670,942.71	1,081,294.96	7,931,020.54	6,367,811.45	512,586.69	113,582.05	737.00	100,969,386.00	128,647,361.40
Fund Balances										
	Unreserved	8,100,071.11	3,667,836.38	2,332,620.56	13,913,078.22	6,541,581.47	2,350,119.09	14,797,219.03	0.00	51,702,525.86
	Reserved for:									
	Continued Appropriations	35,824.26								35,824.26
	Encumbrances	1,470,371.93	341,032.76	110,672.91	5,008,671.78	744,607.38	315,057.15	0.00		7,990,413.91
	Res for Debt Service	782,526.09								782,526.09
	FB Designated for Principal							1,249,508.13		1,249,508.13
	Total Fund Balances	10,388,793.39	4,008,869.14	2,443,293.47	18,921,750.00	7,286,188.85	2,665,176.24	16,046,727.16	0.00	61,760,798.25
	Total Liab. & Fund Balance	22,059,736.10	5,090,164.10	10,374,314.01	25,289,561.45	7,798,775.54	2,778,758.29	16,047,464.16	100,969,386.00	190,408,159.65

TOWN OF ANDOVER, MASSACHUSETTS
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS
FOR THE FISCAL YEAR ENDING JUNE 30, 2016

	General Fund	Water Enterprise	Sewer Enterprise	Capital Projects	Special Revenue	Internal Service	Expendable Trusts	Total
Revenues								
Motor Vehicle Excise	5,700,797.87							5,700,797.87
Meals Taxes	570,251.91							570,251.91
Hotel Motel Taxes	1,747,841.43							1,747,841.43
Penalties and Interest on Taxes and Excises	400,651.04							400,651.04
Payments in Lieu of Taxes	314,016.00							314,016.00
Fees	97,796.80							97,796.80
Charges for Services - Water	-	8,054,083.78						8,054,083.78
Charges for Services - Sewer	-		3,819,667.98					3,819,667.98
Departmental Revenue - School	446,507.39							446,507.39
Departmental Revenue - Library	1,953.89							1,953.89
Other Departmental Revenue	266,150.97							266,150.97
Utility Liens	-	135,641.40	97,772.22					233,413.62
Licenses and Permits	3,084,252.78							3,084,252.78
Special Assessments	4,208.05		1,348,736.48					1,352,944.53
Fines and Forfeits	308,378.00							308,378.00
Investment Income	72,163.23	18,571.52	17,742.66			3,054.40		111,531.81
Other		3,165.04	1,300.21					4,465.25
Intergovernmental	12,798,509.00							12,798,509.00
Real/Personal Property Taxes	126,291,942.30							126,291,942.30
Tax Titles	112,923.09							112,923.09
Other								
Transfer from Bond Premium Stabilization	200,000.00						(200,000.00)	-
Offset								
DCS	521,759.79							521,759.79
Elder Services	107,089.13							107,089.13
Rentals	102,906.36							102,906.36
Off Duty Admin Fee	107,397.21							107,397.21
Cemetery Internment Fees	69,025.00							69,025.00
Ambulance Fees	1,426,816.02							1,426,816.02
Trust Fund and other	-			237,524.05	17,491,825.99	23,934,282.58	241,980.30	41,905,612.92
Total Revenues	154,753,337.26	8,211,461.74	5,285,219.55	237,524.05	17,491,825.99	23,937,336.98	41,980.30	209,958,685.87
Expenditures								
General Government	7,507,797.65			10,212,279.21	6,651,256.56	23,892,573.69	141,157.23	48,405,064.34
Community Services	1,975,774.96							1,975,774.96
Municipal Maintenance	10,549,803.54							10,549,803.54
Public Safety	15,553,538.78							15,553,538.78
Water Enterprises	-	4,622,905.42						4,622,905.42
Sewer Enterprise	-		2,179,783.23					2,179,783.23
Library	2,715,685.87							2,715,685.87
School	73,179,621.69				10,661,141.27			83,840,762.96
Technical Schools	569,335.00							569,335.00
Insurance	728,555.97							728,555.97
Health Insurance	17,052,416.00							17,052,416.00
Debt Service	15,296,303.94							15,296,303.94
Retirement	7,929,291.00							7,929,291.00
State and County Assessments	649,170.00							649,170.00
OPEB Trust Fund Appropriation	-							-
Trust Fund	-							-
Total Expenditures	153,707,294.40	4,622,905.42	2,179,783.23	10,212,279.21	17,312,397.83	23,892,573.69	141,157.23	212,068,391.01
Other Financing Sources (Uses)								
Long Term Bond Issuance	-			675,000.00				675,000.00
Tax cash to Capital Projects	(2,450,000.00)			2,450,000.00				-
Art 41, 2015 Annual Laptop Replacement	(111,360.00)			402,393.00	(291,033.00)			-
Art 4, 2016 Technology Debt	325,438.00				(325,438.00)			-
Art 4, 2016 Transfer to OPEB Trust Fund	(500,000.00)	(250,000.00)	(40,000.00)				790,000.00	-
Art 20, 2015 Spring Grove Cemetery Maintenance	-			6,000.00			(6,000.00)	-
Art 21, 2016 Transfer to Bond Stabilization Fund	(268,000.00)						268,000.00	-
Art 25, 2016 Transfer Ledge Rd Landfill				3,043,556.00			(3,043,556.00)	-
Art 31, 2016 Acquisition of 5 Campanelli Dr	(2,250,000.00)			2,250,000.00				-
Art 35, 2016 1:1 Student Learning Initiative	(400,000.00)			400,000.00				-
Art 36, 2016 Elementary School Projectors	(200,000.00)			200,000.00				-
Art 38, 2016 Town and School Energy Initiatives	(400,000.00)			400,000.00				-
Art 39, 2016 Water & Sewer Vehicles		(33,000.00)		33,000.00				-
Art 41, 2016 Water Main Replacement		(500,000.00)		500,000.00				-
Art 42, 2016 WTP GAC Replacement		(250,000.00)		250,000.00				-
Art 45, 2016 WTP Window Replacement		(80,000.00)		80,000.00				-
Art 55, 2016 Deyermont Park Ball Field Lighting	(275,000.00)			275,000.00				-
Deposits to Unemployment Trust	(158,000.00)					158,000.00		-
Deposits to Workers Comp Trust Fund	(3,997.03)						3,997.03	-
Water Enterprise Indirects	2,746,220.00	(2,746,220.00)						-
Sewer Enterprise Indirects	2,983,871.00		(2,983,871.00)					-
Wetland Filing Fees	25,000.00				(25,000.00)			-
Parking Fees	210,000.00				(210,000.00)			-
Net Other Financing Sources and Uses	(725,828.03)	(3,859,220.00)	(3,023,871.00)	10,964,949.00	(851,471.00)	158,000.00	(1,987,558.97)	675,000.00
Excess (Deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	320,214.83	(270,663.68)	81,565.32	990,193.84	(672,042.84)	202,763.29	(2,086,735.90)	(1,434,705.14)
Fund Balance July 1, 2015	10,068,578.56	4,279,532.82	2,361,728.15	17,931,556.16	7,958,231.69	2,462,412.95	18,133,463.06	63,195,503.39
Fund Balance June 30, 2016	10,388,793.39	4,008,869.14	2,443,293.47	18,921,750.00	7,286,188.85	2,665,176.24	16,046,727.16	61,760,798.25

**TOWN OF ANDOVER, MASSACHUSETTS
RECAP OF GENERAL FUND - BUDGET- FUND LEVEL
FISCAL YEAR ENDED JUNE 30, 2016**

	RES FOR ENCUM	APPROP (ORIGINAL)	APPROPRIATION TRANSFER	COMP FUND	RESERVE ACCOUNTS	OTHER (STM)	ATM SUPPL & OTHER	TOTAL AVAILABLE	EXPENDED	RES FOR ENCUM	TRANS TO UNRE FD BL
GENERAL GOVERNMENT											
Personal Services	136,300.00	5,506,687.00	-	229,000.00	-	-	-	5,871,987.00	5,697,068.75	174,699.00	219.25
Other Expenses	144,841.75	2,029,073.00	-	-	-	-	-	2,173,914.75	1,795,738.90	83,795.06	294,380.79
	281,141.75	7,535,760.00	-	229,000.00	-	-	-	8,045,901.75	7,492,807.65	258,494.06	294,600.04
COMMUNITY SERVICES											
Personal Services	-	1,378,547.00	-	96,200.00	17,000.00	-	-	1,491,747.00	1,449,612.65	33,561.00	8,573.35
Other Expenses	12,739.35	519,350.00	-	-	-	-	-	532,089.35	516,381.56	4,204.55	11,503.24
	12,739.35	1,897,897.00	-	96,200.00	17,000.00	-	-	2,023,836.35	1,965,994.21	37,765.55	20,076.59
MUNICIPAL MAINTENANCE											
Personal Services	-	3,402,950.00	-	61,600.00	-	-	-	3,464,550.00	3,445,196.29	-	19,353.71
Other Expenses	254,973.56	1,589,095.00	-	-	-	-	-	1,844,068.56	1,670,974.32	81,261.12	91,833.12
	254,973.56	4,992,045.00	-	61,600.00	-	-	-	5,308,618.56	5,116,170.61	81,261.12	111,186.83
PUBLIC SAFETY											
Personal Services	-	14,014,669.00	-	176,000.00	-	-	-	14,190,669.00	14,089,528.22	48,681.97	52,458.81
Other Expenses	110,799.49	1,590,676.00	-	-	-	-	-	1,701,475.49	1,464,010.56	108,570.50	128,894.43
	110,799.49	15,605,345.00	-	176,000.00	-	-	-	15,892,144.49	15,553,538.78	157,252.47	181,353.24
DEPARTMENT OF PUBLIC WORKS											
Personal Services	-	1,784,699.00	-	65,000.00	-	-	-	1,849,699.00	1,863,438.24	-	(13,739.24)
Other Expenses	159,810.32	4,056,214.00	-	-	-	-	-	4,216,024.32	3,570,194.69	437,080.53	208,749.10
	159,810.32	5,840,913.00	-	65,000.00	-	-	-	6,065,723.32	5,433,632.93	437,080.53	195,009.86
LIBRARY											
Personal Services	-	2,011,983.00	-	70,000.00	-	-	-	2,081,983.00	2,067,102.21	12,088.00	2,792.79
Other Expenses	7,542.18	669,359.00	-	-	-	-	-	676,901.18	648,583.66	1,045.26	27,272.26
	7,542.18	2,681,342.00	-	70,000.00	-	-	-	2,758,884.18	2,715,685.87	13,133.26	30,065.05
SCHOOL											
Personal Services	189,147.62	59,210,775.00	-	-	-	-	-	59,399,922.62	59,508,117.69	-	(108,195.07)
Other Expenses	157,624.38	14,085,816.38	-	-	-	-	-	14,243,440.76	13,671,504.00	463,741.69	108,195.07
	346,772.00	73,296,591.38	-	-	-	-	-	73,643,363.38	73,179,621.69	463,741.69	0.00
UNCLASSIFIED											
Compensation Fund	-	950,000.00	-	(697,800.00)	-	-	-	252,200.00	-	-	252,200.00
Reserve Fund	-	200,000.00	-	-	(76,335.00)	-	-	123,665.00	-	-	123,665.00
	-	1,150,000.00	-	(697,800.00)	(76,335.00)	-	-	375,865.00	-	-	375,865.00
FIXED EXPENSES											
GLRVTHS	-	510,000.00	-	-	59,335.00	-	-	569,335.00	569,335.00	-	-
Debt Service	-	15,443,134.00	-	-	-	-	-	15,443,134.00	15,296,303.94	-	146,830.06
Stabilization	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	732,553.00	-	-	-	-	-	732,553.00	732,553.00	-	-
OPEB	-	500,000.00	-	-	-	-	-	500,000.00	500,000.00	-	-
Health Insurance Fund	-	17,052,416.00	-	-	-	-	-	17,052,416.00	17,052,416.00	-	-
Unemployment Comp	-	158,000.00	-	-	-	-	-	158,000.00	158,000.00	-	-
Retirement	-	7,946,015.00	-	-	-	-	-	7,946,015.00	7,929,291.00	16,724.00	-
	-	42,342,118.00	-	-	59,335.00	-	-	42,401,453.00	42,237,898.94	16,724.00	146,830.06
TOTAL	1,173,778.65	155,342,011.38	-	-	-	-	-	156,515,790.03	153,695,350.68	1,465,452.68	1,354,986.67
SEWER SYSTEM											
Personal Services	-	295,150.00	-	-	-	-	-	295,150.00	307,369.47	-	(12,219.47)
Other Expenses	55,499.32	2,179,900.00	-	-	-	-	-	2,235,399.32	4,896,284.76	110,672.91	(2,771,558.35)
	55,499.32	2,475,050.00	-	-	-	-	-	2,530,549.32	5,203,654.23	110,672.91	(2,783,777.82)
WATER DEPARTMENT											
Personal Services	-	1,908,276.00	-	-	-	-	-	1,908,276.00	2,025,064.49	10,327.00	(127,115.49)
Other Expenses	268,572.27	2,846,350.00	-	-	-	-	402,667.00	3,517,589.27	6,757,060.93	330,705.76	(3,570,177.42)
	268,572.27	4,754,626.00	-	-	-	-	402,667.00	5,425,865.27	8,782,125.42	341,032.76	(3,697,292.91)
TOTAL ENTERPRISE	324,071.59	7,229,676.00	-	-	-	-	402,667.00	7,956,414.59	13,985,779.65	451,705.67	(6,481,070.73)
GRAND TOTAL	1,497,850.24	162,571,687.38	-	-	-	-	402,667.00	164,472,204.62	167,681,130.33	1,917,158.35	(5,126,084.06)

**TOWN OF ANDOVER
GENERAL FUND SPECIAL ARTICLES
JUNE 30, 2016**

ORG CODE	OBJ CODE	ARTICLE NUMBER	ARTICLE TITLE	CONTINUED APPROPRIATION	OTHER ACCOUNTS	APPROPRIATION	TRANSFER FROM OTHER	TOTAL AVAILABLE	EXPENDED	OTHER FINANCING USES	ENCUMB	CONTINUED APPROPRIATION
02133	571064	ANNUAL	FIREWORKS FUND	4,500.00		14,000.00		18,500.00	11,750.00			6,750.00
02133	571083	ANNUAL	SUPPORT FOR CIVIC EVENTS	1,537.86		5,000.00		6,537.86	3,240.00			3,297.86
				<hr/>								
				6,037.86	0.00	19,000.00	0.00	25,037.86	14,990.00	0.00	0.00	10,047.86
02133	571072	ANNUAL	OPEB FUNDING	0.00		0.00		0.00	0.00	0.00	0.00	0.00
				<hr/>								
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
02133	571085	ANNUAL	LEDGE ROAD LANDFILL STABILIZATION	0.00		0.00		0.00	0.00	0.00	0.00	0.00
				<hr/>								
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
02133	571086	ANNUAL	BOND PREMIUM STABILIZATION FUND	0.00		268,000.00		268,000.00	268,000.00	0.00	0.00	0.00
				<hr/>								
				0.00	0.00	268,000.00	0.00	268,000.00	268,000.00	0.00	0.00	0.00
02141	571065	ART 56, 2013	PROPERTY VALUATION	13,028.00	0.00	0.00		13,028.00	0.00		200.00	12,828.00
				<hr/>								
				13,028.00	0.00	0.00	0.00	13,028.00	0.00	0.00	200.00	12,828.00
02171	571012	ART 57, 1995	WETLAND BYLAW	0.19				0.19	0.00			0.19
				<hr/>								
				0.19	0.00	0.00	0.00	0.19	0.00	0.00	0.00	0.19
02541	571080	ANNUAL	ELDERLY DISABLED TRANSPORT (T)	15,448.21		12,000.00		27,448.21	9,780.75		4,719.25	12,948.21
				<hr/>								
				15,448.21	0.00	12,000.00	0.00	27,448.21	9,780.75	0.00	4,719.25	12,948.21
TOTAL GENERAL FUND				<hr/>								
				34,514.26	0.00	299,000.00	0.00	333,514.26	292,770.75	0.00	4,919.25	35,824.26

TOWN OF ANDOVER													
SPECIAL REVENUE/GRANTS ROLLFORWARD													
FISCAL YEAR ENDING JUNE 30, 2016													
FUND/TITLE	Available Balance 06/30/15	Encumbrance	Inter'govmental	Interest	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/16
FY03 TRAFFIC ENFORCEMENT	(3,435.26)		9,538.98			6,103.72	7,413.37		7,413.37			-	(1,309.65)
UNDERAGE ALCOHOL	332.71		2,956.04			3,288.75	2,962.04		2,962.04			-	326.71
FEDERAL PUBLIC SAFETY GRANTS	(3,102.55)	-	12,495.02	-	-	9,392.47	10,375.41	-	10,375.41	-	-	-	(982.94)
SPED ENTITLEMENT	-		1,085,821.00			1,085,821.00	1,212,889.70	23,784.00	1,236,673.70		2,100.00	2,100.00	(152,952.70)
SPED ENTITLEMENT	(139,280.41)		342,580.00			203,299.59	194,238.59	9,061.00	203,299.59			-	-
EARLY CHILDHOOD EDUCATION	-		18,554.80			18,554.80	22,783.49		22,783.49			-	(4,228.69)
EARLY CHILDHOOD ALLOCATION	-	410.19	-			410.19		410.19	410.19			-	-
SPED IMPROVEMENT	-		7,321.00			7,321.00		2,100.00	2,100.00			-	5,221.00
EC SPED IMPROVEMENT	(7,000.00)		7,000.00			-			-			-	-
EC SPED IMPROVEMENT 298	-		2,250.00			2,250.00		2,173.34	2,173.34		76.66	76.66	(0.00)
LEP SUPPORT	-		5,722.00			5,722.00		2,994.39	2,994.39		508.87	508.87	2,218.74
TITLE III LEP SUPPORT 180	298.12		18,606.00			18,904.12	15,856.20	3,047.92	18,904.12			-	(0.00)
TITLE I READING	(7,083.22)		43,951.00			36,867.78	35,510.78	1,357.00	36,867.78			-	(0.00)
TITLE I	-		140,560.00			140,560.00	156,187.57	1,174.83	157,362.40		94.95	94.95	(16,897.35)
PROFESSIONAL DEVELOPMENT	-		42,695.00			42,695.00	33,070.00	26,477.00	59,547.00		30,346.71	30,346.71	(47,198.71)
PROF DEB TEACHER QUALITY 140	(43,212.48)	19,400.00	39,990.00			16,177.52		16,537.52	16,537.52			-	(360.00)
ARTS IN EDUCATION	(82,975.62)	31,499.49	535,370.75			483,894.62	179,535.92	316,147.07	495,682.99		13,623.39	13,623.39	(25,411.76)
FEDERAL EDUCATION GRANTS	(279,253.61)	51,309.68	2,290,421.55	-	-	2,062,477.62	1,850,072.25	405,264.26	2,255,336.51	-	46,750.58	46,750.58	(239,609.47)
HEALTHY COMMUNITY	7,384.00	29,608.48	104,955.00			141,947.48	66,813.61	68,918.02	135,731.63		991.53	991.53	5,224.32
FY09 REG EMERG PREPARDNESS	4,619.72	12,776.36	3,922.00			21,318.08	4,170.79	17,794.61	21,965.40		2,147.18	2,147.18	(2,794.50)
NAT ASSN CNT/CITY HEALTH OF	11,661.26					11,661.26		425.00	425.00			-	11,236.26
LSTA INNOVATIVE GRANT AUTISM	-					-		-	-			-	-
FEDERAL OTHER GRANTS	23,664.98	42,384.84	108,877.00	-	-	174,926.82	70,984.40	87,137.63	158,122.03	-	3,138.71	3,138.71	13,666.08
FEMA COM EMERG MGMT	73,716.23					73,716.23		73,716.23	73,716.23			-	-
BULLETT VEST PARTNERSHIP	15,149.47		2,520.00			17,669.47		20,189.47	20,189.47			-	(2,520.00)
STUDENT AWARE OF FIRE EDUCATION	2,282.40		5,937.00			8,219.40	800.00	2,715.83	3,515.83			-	4,703.57
FY09 911 PSAP SUPPORT	(79,985.26)		19,574.22			(60,411.04)	46,504.72		46,504.72		4,691.16	4,691.16	(111,606.92)
DEPARTMENT TRAINING GRANT	(9,199.79)		12,241.37			3,041.58	4,550.48	8,393.90	12,944.38			-	(9,902.80)
PSAP LEADERSHIP SCHOLARSHIP	0.28					0.28			-			-	0.28
PEDESTRIAN, BIKE, TRAFFIC ENFORCENT	1,664.09		1,731.64			3,395.73	1,737.62		1,737.62			-	1,658.11
DISASTER REIMBURSEMENTS	7,873.92		12,559.04			20,432.96	12,559.04		12,559.04			-	7,873.92
ALTERNATIVE SENTENCING	300.00					300.00			-			-	300.00
SENIOR AWARENESS FIRE EDU	1,790.00		3,115.00			4,905.00	480.00	2,543.43	3,023.43			-	1,881.57
STATE PUBLIC SAFETY GRANTS	13,591.34	-	57,678.27	-	-	71,269.61	66,631.86	107,558.86	174,190.72	-	4,691.16	4,691.16	(107,612.27)
CHAPTER 90	(49,416.16)		1,333,385.75			1,283,969.59		1,366,994.67	1,366,994.67		274,035.71	274,035.71	(357,060.79)
PWED	95,132.74			272.82		95,405.56			-			-	95,405.56
WINTER RAPID RECOVERY ROAD PRG	(203,112.25)		208,633.00			5,520.75			-			-	5,520.75
SMALL SCALE INITIATIVE GRANT	-		1,500.00			1,500.00		1,500.00	1,500.00			-	-
SIDEWALK FUND PLANNING BOARD	83,056.60					101,812.60			-			-	101,812.60
STATE PUBLIC WORKS GRANTS	(74,339.07)	-	1,543,518.75	272.82	-	1,875,600	1,488,208.50	-	1,368,494.67	-	274,035.71	274,035.71	(154,321.88)
LIBRARY AID CH 78 SEC 19A	148,941.15	619.20			46,232.25	195,792.60		61,574.30	61,574.30		2,375.00	2,375.00	131,843.30
LIBRARY AID CH 139	29.83					29.83			-			-	29.83
STATE LIBRARY GRANTS	148,970.98	619.20	-	-	46,232.25	195,822.43	-	61,574.30	61,574.30	-	2,375.00	2,375.00	131,873.13

TOWN OF ANDOVER													
SPECIAL REVENUE/GRANTS ROLLFORWARD													
FISCAL YEAR ENDING JUNE 30, 2016													
FUND/TITLE	Available Balance 06/30/15	Encumbrance	Inter'govmental	Interest	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/16
RECYCLE INCENTIVE	7,371.30					7,371.30		568.46	568.46			-	6,802.84
NEW HORIZONS FOR YOUTH	7.21					7.21						-	7.21
FY03 COA FORMULA GRANT	(763.11)	3,148.76	58,023.00			60,408.65	30,000.00	20,071.79	50,071.79		11,053.39	11,053.39	(716.53)
LAHEY CLINIC NUTRITION GRANT	5,294.73					5,294.73			-			-	5,294.73
GREATER RIVER VALLEY MRC	4,573.37					4,573.37	132.00	1,138.00	1,270.00			-	3,303.37
ENERGY EDUCATION ELDER SERVICES	1,141.10					1,141.10			-			-	1,141.10
GREEN COMMUNITIES	(4,822.99)		47,975.25			43,152.26	53.87	139,582.01	139,635.88		47,496.00	47,496.00	(143,979.62)
43D TECH ASSIST GRANT	10,128.00					10,128.00			-			-	10,128.00
CLEAN ENERGY CHOICE	1,975.70					1,975.70			-			-	1,975.70
ARTS LOTTERY COUNCIL	6,465.61		6,527.20			12,992.81		5,229.74	5,229.74			-	7,763.07
RIGHT TO KNOW	973.30					973.30			-			-	973.30
SECONDHAND SMOKE INITIATIVE	1,000.00					1,000.00			-			-	1,000.00
OTHER STATE GRANTS	33,344.22	3,148.76	112,525.45	-	-	149,018.43	30,185.87	166,590.00	196,775.87	-	58,549.39	58,549.39	(106,306.83)
CEMETERY SALE OF LOTS FUND	5,227.33					5,227.33			-			-	5,227.33
SALE OF REAL ESTATE	18,321.16					18,321.16			-			-	18,321.16
BUILD/FIRE CODE Ch 148A, Sec 5	3,700.00					3,700.00			-			-	3,700.00
WETLAND FILING FEES	124,248.28				15,708.10	139,956.38		11,070.22	11,070.22	25,000.00	14,416.25	39,416.25	89,469.91
OFF STREET PARKING	400,079.92				316,341.67	716,421.59			-	210,000.00		210,000.00	506,421.59
INSURANCE RECOVERY >\$20,000	-				21,855.75	21,855.75		21,355.75	21,355.75			-	500.00
WETLAND PROTECTION ACT	23,455.00				7,829.00	31,284.00			-			-	31,284.00
RECEIPTS RESERVED FOR APPROPRIATION	575,031.69	-	-	-	361,734.52	936,766.21	-	32,425.97	32,425.97	235,000.00	14,416.25	249,416.25	654,923.99
LEA REVOLVING	34,489.79				28,212.05	62,701.84	34,432.34	406.25	34,838.59			-	27,863.25
EARLY CHILDHOOD REV	148,748.33				158,414.33	307,162.66	129,222.46	2,510.36	131,732.82		15.04	15.04	175,414.80
SCHOOL DAMAGE Ch 55 sec 53 1/2	3,375.02				7,432.00	10,807.02		7,432.00	7,432.00			-	3,375.02
COMMUNITY A.S.K. REVOLVING	2,252.09					2,252.09			-			-	2,252.09
PARENT TO PARENT REVOLVING	17,322.46				8,500.00	25,822.46		8,282.98	8,282.98			-	17,539.48
ANDOVER C.A.R.E.S.	3,271.33					3,271.33			-			-	3,271.33
ALL DAY KINDERGARTEN	647,208.51	199.45			1,153,731.55	1,801,139.51	1,122,826.41	230,159.34	1,352,985.75		232.68	232.68	447,921.08
EXTRA CURRICULAR REV	98,774.15				243,667.79	342,441.94	243,618.06	3,486.52	247,104.58			-	95,337.36
INSTRUMENTAL MUSIC REVOLVING	25.98				3,610.00	3,635.98	3,199.98	419.54	3,619.52			-	16.46
FINE ARTS	36,737.57				68,350.62	105,088.19	17,592.84	51,175.38	68,768.22			-	36,319.97
PHYS ED REVOLVING	6,243.53				1,190.00	7,433.53		680.00	680.00			-	6,753.53
AIRS	11.47					11.47		11.47	11.47			-	-
LOST BOOKS	22,855.59				2,043.49	24,899.08		4,304.55	4,304.55			-	20,594.53
SEPAC	4,092.99					4,092.99		107.40	107.40			-	3,985.59
TUITION REVOLVING					13,500.00	13,500.00		4,575.00	4,575.00			-	8,925.00
COLLINS CTR REVOLVING	71,539.47	5,075.00			236,493.48	313,107.95	182,390.20	98,349.53	280,739.73			-	32,368.22
OUTSIDE ACTIVITIES REV	146,259.29				189,019.23	335,278.52	112,630.67	4,218.25	116,848.92			-	218,429.60
TRANSPORTATION REVOLVING	144,286.54		5,719.00		463,490.00	613,495.54		388,668.20	388,668.20			-	224,827.34
BANCROFT GIFTS AND DONATIONS	4,168.30	28.52			2,100.00	6,296.82		1,885.23	1,885.23			-	4,411.59
SANBORN GIFTS AND GRANTS	4,965.26				3,184.09	8,149.35		2,582.62	2,582.62			-	5,566.73
SHAWSHEN GIFTS AND GRANTS	200.00				-	200.00		-	-			-	200.00
SOUTH SCHOOL GIFTS AND GRANTS	27,400.34				3,163.13	30,563.47		250.00	250.00		221.75	221.75	30,091.72
HIGH PLAIN GIFTS AND GRANTS	161.30					161.30		-	-			-	161.30
WOOD HILL GIFTS AND GRANTS	3,508.58				3,471.00	6,979.58		1,130.11	1,130.11			-	5,849.47
DMS ENGINEERING GIFTS AND GRANTS	3,408.41					3,408.41		80.60	80.60			-	3,327.81
WEST MIDDLE GIFTS AND GRANTS	13,040.80	350.00			9,741.20	23,132.00		5,065.34	5,065.34			-	18,066.66
ANDOVER HIGH GIFTS AND GRANTS	39,182.19				20,488.00	59,670.19		14,091.29	14,091.29			-	45,578.90
STUDENT ACTIVITY MGL 71/47	622,484.76				1,267,986.44	1,890,471.20		1,275,951.95	1,275,951.95			-	614,519.25
REVOLVING FUNDS EDUCATION	2,106,014.05	5,652.97	5,719.00	-	3,887,788.40	6,005,174.42	1,845,912.96	2,105,823.91	3,951,736.87	-	469.47	469.47	2,052,968.08
ATHLETIC REVOLVING	85,648.18	1,148.56			465,438.00	552,234.74	204,556.56	251,931.20	456,487.76		68,637.90	68,637.90	27,109.08
REVOLVING FUNDS ATHLETIC	85,648.18	1,148.56	-	-	465,438.00	552,234.74	204,556.56	251,931.20	456,487.76	-	68,637.90	68,637.90	27,109.08

TOWN OF ANDOVER													
SPECIAL REVENUE/GRANTS ROLLFORWARD													
FISCAL YEAR ENDING JUNE 30, 2016													
FUND/TITLE	Available Balance 06/30/15	Encumbrance	Inter'govmental	Interest	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/16
CH44 SEC 53E 1/2 LEGAL NOTICES	12,372.87				16,315.00	28,687.87		14,588.38	14,588.38			-	14,099.49
CH44 SEC 53E 1/2 DCS REVOLVING	330,970.98	794.69			454,537.53	786,303.20	257,145.42	164,532.14	421,677.56			-	364,625.64
CH44 SEC 53E 1/2 YOUTH SERVICES	250,419.28	4,108.37			327,625.01	582,152.66	151,623.80	248,376.20	400,000.00			-	182,152.66
CH44 SEC 53E 1/2 ELDER SERVICES	114,327.78	7,538.91			183,716.27	305,582.96	18,784.85	119,771.44	138,556.29		6,053.66	6,053.66	160,973.01
CH44 SEC 53E 1/2 TITLE V HEALTH CLINICS	24,514.78				67,657.03	92,171.81	18,249.30	37,573.65	55,822.95			-	36,348.86
CH44 SEC 53E 1/2 FIELDS REVOLVING	125,385.07				82,742.00	208,127.07		25,508.03	25,508.03		570.50	570.50	182,048.54
CH44 SEC 53E 1/2 POLICE ANTENNA	32,145.73				6,221.56	38,367.29						-	38,367.29
CH44 SEC 53E 1/2 BALD HILL COMP	23,059.78				44,891.00	67,950.78	14.37	34,806.13	34,820.50			-	33,130.28
CH44 SEC 53E 1/2 DPW CRT/HHW	22,027.71				11,965.00	33,992.71		16,257.93	16,257.93			-	17,734.78
CH44 SEC 53E 1/2 FIRE	49,345.59				32,759.27	82,104.86		70,537.97	70,537.97			-	11,566.89
CH44 SEC 53E 1/2 LOST/DAMAGED BOOKS	19,434.00				4,894.60	24,328.60		7,971.82	7,971.82			-	16,356.78
CH44 SEC 53E 1/2 COPY CENTER REVOLVING	16,098.94				2,496.43	18,595.37						-	18,595.37
REVOLVING CHAPTER 44 53 E 1/2	1,020,102.51	12,441.97	-	-	1,235,820.70	2,268,365.18	445,817.74	739,923.69	1,185,741.43	-	6,624.16	6,624.16	1,075,999.59
TOWN DAMAGE RESTITUTION	18,914.59					18,914.59						-	18,914.59
FRONTAGE ROAD	3,855.66					3,855.66						-	3,855.66
PUBLIC SAFETY DAMAGE REST	8,761.00					8,761.00						-	8,761.00
PUBLIC WORKS DAMAGE REST	25,895.62					25,895.62						-	25,895.62
RECYCLABLE BATTERY PROGRAM	1,253.84					1,253.84						-	1,253.84
ENERGY REBATE FUND	53,164.00				66,016.40	119,180.40		63,699.68	63,699.68		53,559.29	53,559.29	1,921.43
P&F DAMAGE RESTITUTION	35,282.43	2,073.62			62,999.15	100,355.20		67,918.03	67,918.03			-	32,437.17
OTHER REVOLVING FUNDS	147,127.14	2,073.62	-	-	129,015.55	278,216.31	-	131,617.71	131,617.71	-	53,559.29	53,559.29	93,039.31
CORPORATE GRANTS	27,913.01				29,586.53	57,499.54		6,700.00	6,700.00			-	50,799.54
AHS BAND AND CHOIR GRANTS	633.58					633.58						-	633.58
OTHER GIFTS AND GRANTS	20,918.68				4,750.00	25,668.68		4,600.00	4,600.00			-	21,068.68
ENGINEERING GRANT	466.29				36,768.10	37,234.39		20,242.95	20,242.95			-	16,991.44
GEMS GRANT	197.22					197.22						-	197.22
ASIA SOCIETY GRANT	7,684.27				12,994.00	20,678.27		3,182.23	3,182.23		32.99	32.99	17,463.05
CIRCUIT BREAKER	1,293,148.81		1,685,420.00			2,978,568.81		1,520,050.05	1,520,050.05			-	1,458,518.76
ACADEMIC SUPPORT	-		2,326.00			2,326.00	5,200.00		5,200.00			-	(2,874.00)
ESSENTIAL SCHOOL HEALTH SERV	2,601.90					2,601.90	2,601.90		2,601.90			-	-
ESSENTIAL SCHOOL HEALTH YEAR 2	-		120,080.00			120,080.00	84,678.00	26,236.17	110,914.17		1,276.20	1,276.20	7,889.63
OTHER SPECIAL REVENUE FUNDS EDUCATION	1,353,563.76	-	1,807,826.00	-	84,098.63	3,245,488.39	92,479.90	1,581,011.40	1,673,491.30	-	1,309.19	1,309.19	1,570,687.90

TOWN OF ANDOVER													
SPECIAL REVENUE/GRANTS ROLL FORWARD													
FISCAL YEAR ENDING JUNE 30, 2016													
FUND/TITLE	Available Balance 06/30/15	Encumbrance	Inter'govmental	Interest	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/16
PREMIUM ON BOND ISSUE	-			23,840.48		23,840.48		7,600.00	7,600.00			-	16,240.48
CANINE LOCKUP	-				2,004.43	2,004.43		2,116.43	2,116.43			-	(112.00)
VETERAN'S SERVICES GIFTS	3,481.04				2,235.00	5,716.04		1,144.90	1,144.90			-	4,571.14
CABLE TV COMMUNITY ACCESS	590,096.15	10,123.85			360,258.25	960,478.25		323,855.45	323,855.45	162,719.00	2,582.45	165,301.45	471,321.35
CABLE TV VERIZON	623,864.67	6,510.00			397,115.67	1,027,490.34		19,840.00	19,840.00	453,752.00	5,697.45	459,449.45	548,200.89
GIFT - FIREWORKS	25,428.47				1,879.06	27,307.53	332.49		332.49			-	26,975.04
SHED CONTRIBUTIONS	7,263.81					7,263.81			-			-	7,263.81
OLD TOWN HALL RESTORATION	426.61					426.61			-			-	426.61
TOWN GIFT & DONATIONS	4,111.27	9,900.00			1,022.73	15,034.00		9,900.00	9,900.00			-	5,134.00
CONSERVATION GIFT	290.65				121.45	412.10		387.78	387.78			-	24.32
CONSERVATION TRAIL ACCOUNT	8.50					8.50			-			-	8.50
DCS-GIFT	6,543.76				4,143.25	10,687.01			-			-	10,687.01
YOUTH SERVICES GIFTS/CONTRIBUTIONS	13,017.60				13,786.20	26,803.80		1,210.89	1,210.89			-	25,592.91
COA SENIOR CONNECTIONS	(3,145.87)				58,994.50	55,848.63	39,248.97	16,917.44	56,166.41			-	(317.78)
COA SCHOLARSHIPS	3,648.75					3,648.75			-			-	3,648.75
LIBRARY GIFTS & DONATIONS	101,074.66				6,942.95	108,017.61		32,761.47	32,761.47		46,288.56	46,288.56	28,967.58
HOME FOR THE AGED GIFT	24,705.64			351.22		25,056.86		6,300.00	6,300.00			-	18,756.86
DPW ADMIN GIFT	105.27				7,242.00	7,347.27			-			-	7,347.27
CHOLESTEROL SCREENING	418.96					418.96			-			-	418.96
POLICE GIFTS AND DONATIONS	6,305.23					6,305.23			-			-	6,305.23
LOWELL ST/SHAWSHHEEN TRAFFIC MITIGATION	5,000.00					5,000.00			-			-	5,000.00
SHINGLES PREV VACCINATION	7,927.10					7,927.10		1,841.36	1,841.36			-	6,085.74
GIFTS FIRE DEPARTMENT	128,030.91				2,610.00	130,640.91		640.00	640.00			-	130,000.91
TH DONATIONS	75.49				450.00	525.49		445.87	445.87			-	79.62
YOUTH FOUNDATION GIFT	3.50	778,027.53			112,733.94	890,764.97		860,023.88	860,023.88		4,660.67	4,660.67	26,080.42
CH44 SEC 53G PEER REVIEWS	40,934.60	115,240.73			158,244.60	314,419.93		147,044.22	147,044.22		142,321.44	142,321.44	25,054.27
CH44 SEC 53G PEER PLANNING	-	24,067.10			11,880.40	35,947.50		30,547.50	30,547.50		8,500.00	8,500.00	(3,100.00)
TIMOTHY HORNE - GIFT AYS	151,849.18	103.46		2,253.72		154,206.36		24,238.42	24,238.42			-	129,967.94
MAIN ST UPKEEP GIFT	49,635.26			734.96		50,370.22			-			-	50,370.22
SOUTH STREET SOLAR - NHESP	10,210.58				156.05	10,366.63			-			-	10,366.63
PERFORMANCE GUARANTEE	33,019.16	271.00				33,290.16		12,439.50	12,439.50			-	20,850.66
ELECTION OT GRANT	7,985.00		3,926.00			11,911.00			-			-	11,911.00
LOCK BOX DONATIONS	5,000.00					5,000.00			-			-	5,000.00
SNOW & ICE DEFICIT	(276,009.05)	36,936.81	10,179.00			(228,893.24)		48,396.78	48,396.78			-	(277,290.02)
OTHER SPECIAL REVENUE FUNDS	1,571,306.90	981,180.48	14,105.00	27,180.38	1,141,820.48	3,735,593.24	39,581.46	1,547,651.89	1,587,233.35	616,471.00	210,050.57	826,521.57	1,321,838.32
FOOD SERVICES	342,076.51		371,121.34		2,019,125.12	2,732,322.97	1,013,023.46	1,311,330.81	2,324,354.27			-	407,968.70
OTHER SPECIAL REVENUE FUNDS SCHOOL LUNCH	342,076.51	-	371,121.34	-	2,019,125.12	2,732,322.97	1,013,023.46	1,311,330.81	2,324,354.27	-	-	-	407,968.70
MEALS TAX CAFETERIA	747.51				4,695.18	5,442.69		5,111.55	5,111.55			-	331.14
POLICE OFF DUTY	(210,338.98)				1,459,924.13	1,249,585.15	1,451,829.38		1,451,829.38			-	(202,244.23)
FIRE OFF DUTY	(2,379.50)				51,347.50	48,968.00	52,965.50		52,965.50			-	(3,997.50)
FIREARMS PERMITS	2,648.00				14,037.50	16,685.50		14,387.50	14,387.50			-	2,298.00
AMBULANCE AGENCY ACCOUNTS	13.53				30,336.73	30,350.26		30,336.73	30,336.73			-	13.53
MEALS TAX ELDER SERVICES	588.34				2,387.72	2,976.06		2,547.44	2,547.44			-	428.62
SCRPT WORKERS	-				185,000.00	185,000.00	185,000.00		185,000.00			-	-
CH44 SEC53 DPW DETAIL	3,511.12					3,511.12			-			-	3,511.12
XTRA DUTY DETAIL	-				2,527.00	2,527.00		2,527.00	2,527.00			-	-
AGENCY ACCOUNTS	(205,209.98)	-	-	-	1,750,255.76	1,545,045.78	1,689,794.88	54,910.22	1,744,705.10	-	-	-	(199,659.32)
GRAND TOTAL	6,858,537.05	1,099,960.08	6,324,287.38	27,453.20	11,140,085.41	25,450,323.12	7,359,416.75	9,953,246.52	17,312,663.27	851,471.00	744,607.38	1,596,078.38	6,541,581.47

Town of Andover								
Capital Projects Fund								
Fiscal 2016								
DESCRIPTION	07/01/15	ENCUMB	LTBOND	OFU(S)	TOTAL	TOTAL	ENCUMB	06/30/16
	Balance		PROCEEDS		AVAILABLE	EXP		Balance
ART 17 06 SCHOOL ROOF REPLACEMENTS	9,304.00				9,304.00			9,304.00
ART 15 07 SCHOOL ROOF REPLACE	1,320.00				1,320.00			1,320.00
ART 28 07 SCHOOL BUILDING MAINTENANCE	268.95				268.95	268.95		(0.00)
ART 27, 08 SCHOOL BLDG MAINT/RENOV	47,225.45				47,225.45	23.56		47,201.89
ART 56 09 SCHOOL BLDG MAINT/REPAIR	3,772.95				3,772.95			3,772.95
ART 41 10 SCHOOL MAINT & RENOVATION	32,484.57				32,484.57	32,484.57		-
ART 25 12 SCHOOL BLDG/MAINT RENOV	98,915.43	9,782.41			108,697.84	59,882.04		48,815.80
ART 38 12 WEST MIDDLE SCHOOL REPAIR	6,759.36				6,759.36			6,759.36
ART 32 13 AHS TENNIS COURTS	6,000.00				6,000.00			6,000.00
ART 18, 13 DOHERTY MIDDLE SITE IMPROVEMENTS	62,647.12	9,091.00			71,738.12	9,091.00		62,647.12
ART 36, 13 SCHOOL BLDG MAINT & IMPROVE	79,954.23	20.00			79,974.23	41,290.91	33,881.00	4,802.32
ART 38, 13 WEST MIDDLE SCHOOL HEATING	16,824.74				16,824.74	4,924.28		11,900.46
B39 15 SCHOOL BLDG MAINT AND RENOVATION					-	60,420.94	175,936.83	(236,357.77)
ART 37 15 AHS TRACK REPLACEMENT (Free Cash)	250,000.00				250,000.00	14,950.00	235,050.00	-
AHS BASEBALL FIELD RENOVATION (State Funds)				35,000.00	35,000.00	35,000.00		-
AHS MEDIA CENTER RENOVATION (State Funds)				200,000.00	200,000.00		178,500.00	21,500.00
ART 29 16 COLLINS CTR FAÇADE REPLACEMENT					-			-
ART 30 16 LOVELY FIELD TURF REPLACEMENT					-	219,310.48	280,689.52	(500,000.00)
ART 34 16 SCHOOL BLDG MAINT AND IMPROVE					-	7,980.00	32,526.34	(40,506.34)
TOTAL SCHOOL	615,476.80	18,893.41	-	235,000.00	869,370.21	485,626.73	936,583.69	(552,840.21)
BANCROFT REPLACEMENT								
ART 59 09 FEASIBILITY STUDY BANCROFT SCH	16,030.17				16,030.17			16,030.17
STM 3 10 BANCROFT SCHOOL REPLACE	(1,082,427.82)	763,973.63			(318,454.19)	278,428.63	149,022.54	(745,905.36)
TOTAL BANCROFT RERPLACEMENT	(1,066,397.65)	763,973.63	-	-	(302,424.02)	278,428.63	149,022.54	(729,875.19)
B3 12 STM YOUTH CENTER	1,116.82	357,666.43			358,783.25	358,328.93	-	454.32
A2 13 STM YOUTH CTR-WOOD TRUST	-			2,524.05	2,524.05			2,524.05
TOTAL YOUTH CENTER	1,116.82	357,666.43	-	2,524.05	361,307.30	358,328.93	-	2,978.37

Town of Andover								
Capital Projects Fund								
Fiscal 2016								
DESCRIPTION	07/01/15	ENCUMB	LTBOND	OFU(S)	TOTAL	TOTAL	ENCUMB	06/30/16
	Balance		PROCEEDS		AVAILABLE	EXP		Balance
ART 5 2004 2005 CIP (Effective 07/01/2004)	0.01				0.01			0.01
ART 5 2006 2007 CIP (Effective 07/01/2006)	0.01				0.01	0.01		(0.00)
ART 5 2007 2008 CIP (Effective 07/01/2007)	9,440.47				9,440.47	8,424.93		1,015.54
ART 8 2008 2009 CIP (Effective 07/01/2008)	29,973.63	7,800.00			37,773.63			37,773.63
ART 5 2009 2010 CIP (Effective 07/01/2009)	19,114.13				19,114.13	6,752.38	9,900.00	2,461.75
ART 5 2010 2011 CIP (Effective 07/01/2010)	30,393.67	7,958.90			38,352.57	13,905.88	1,877.65	22,569.04
ART 5 2011 2012 CIP (Effective 07/01/2011)	13,368.96	4,969.32			18,338.28	2,580.78	2,441.10	13,316.40
ART 5 2012 2013 CIP (Effective 07/01/2012)	357,537.56	121,247.06			478,784.62	253,851.92	88,318.48	136,614.22
ART 5 2013 2014 CIP (Effective 07/01/2013)	608,063.05	125,420.93			733,483.98	539,234.43	74,812.73	119,436.82
ART 5 2014 2015 CIP (Effective 07/01/2014)	1,696,734.66	202,270.67			1,899,005.33	1,191,607.10	251,461.74	455,936.49
ART 5 2015 2016 CIP (Effective 07/01/2015)				2,450,000.00	2,450,000.00	692,803.48	323,585.70	1,433,610.82
TOTAL ARTICLE 5 CIP	2,764,626.15	469,666.88	-	2,450,000.00	5,684,293.03	2,709,160.91	752,397.40	2,222,734.72
ART 31 98 SEWER PLANS- SO	188,964.13				188,964.13			188,964.13
ART 34 98 SEWER PLN ROGERS	32,528.44				32,528.44			32,528.44
ART 42 99 ROGERS BROOK SEWER	26,516.30				26,516.30			26,516.30
ART 41 99 SEWER CONST MAIN ST	84,744.96				84,744.96			84,744.96
ART 44-3 02 SANITARY SEWER INFILTRATION	18,610.32				18,610.32			18,610.32
ART 25 04 SEWER METER	37,676.55				37,676.55	11,501.22		26,175.33
ART 2A 04 SOUTH MAIN STREET AREA SEWER	341,844.44				341,844.44			341,844.44
ART 33 06 REPAIR/REPLACE SANITARY SEWER	114,238.74				114,238.74	49,360.31		64,878.43
ART 36 07 DASCOMB/OSGOOD SEWER	45,257.64				45,257.64			45,257.64
ART 41 07 KIRKLAND ST SEWER (BETTERMENTS)	39,702.65				39,702.65			39,702.65
ART 64 07 SHAWSHEEN PUMP STATION	302,217.90				302,217.90			302,217.90
ART 33 08 SHAWSHEEN RIVER OUTFALL SEWER	322,253.11	3,438.60			325,691.71			325,691.71
ART 51 08 SEWER MAIN CONSTRUCTION	-				-			-
ART 32 10 SEWER MAIN CONST & RECONST	500,000.00				500,000.00			500,000.00
ART 46 10 SEWER LINE EXT LINCOLN ST	56,540.08				56,540.08			56,540.08
ART 37 12 SEWER MAINTENANCE VEHICLE	3,783.14				3,783.14	1,216.00		2,567.14
ART 44 13 SEWER VEHICLES	59,705.00	24,322.00		16,500.00	100,527.00	80,088.37		20,438.63
A60 14 SEWER MASTER PLAN STUDY	(177.00)	75,572.28			75,395.28	67,548.20	7,667.08	180.00
TOTAL SEWER	2,174,406.40	103,332.88	-	16,500.00	2,294,239.28	209,714.10	7,667.08	2,076,858.10

Town of Andover								
Capital Projects Fund								
Fiscal 2016								
DESCRIPTION	07/01/15	ENCUMB	LTBOND	OFU(S)	TOTAL	TOTAL	ENCUMB	06/30/16
	Balance		PROCEEDS		AVAILABLE	EXP		Balance
ART 32-2 00 CONSERV MAINT/IMP	1,337.44				1,337.44	1,122.00		215.44
ART 12 01 LAND ACQ LOWELL JCT ROAD	(11,118.42)				(11,118.42)			(11,118.42)
ART 23 02 CONSERVATION FUND	19,295.75				19,295.75	3,600.00		15,695.75
ART 33, 13 LAND ACQ 14 CHANDLER RD	46,436.27				46,436.27			46,436.27
A60 13 STREAMGAUGING SYSTEM	37,500.00				37,500.00	18,750.00	7,500.00	11,250.00
ART 55 14 OPEN SPACE MANAGEMENT	10,361.85				10,361.85	3,661.97		6,699.88
TOTAL CONSERVATION	103,812.89	-	-	-	103,812.89	27,133.97	7,500.00	69,178.92
ART 44 99 LANDFILL CLOSURE	418,752.39	294,261.54			713,013.93	353,264.61	359,742.39	6.93
ART 43 06 LANDFILL CAP LEDGE ROAD	89,900.00	5,963.90			95,863.90		95,863.90	-
ART 31 08 LEDGE ROAD LANDFILL CLOSURE	(642,363.92)		675,000.00		32,636.08	4,863.16	155,347.00	(127,574.08)
ART 25 16 LEDGE ROAD LANDFILL STABILIZATION	-			3,043,556.00	3,043,556.00	615.60		3,042,940.40
TOTAL LAND FILL STUDY	(133,711.53)	300,225.44	675,000.00	3,043,556.00	3,885,069.91	358,743.37	610,953.29	2,915,373.25
ART 74 99 MAIN ST STREETScape	-				-			-
ART 48 02 MAIN ST IMPROVEMENTS	13,586.90				13,586.90	2,622.00		10,964.90
A25 14 BALLARD FS LAND PURCHS	199,150.00				199,150.00			199,150.00
ARTT 26 14 BALLARDVALE ADDITION	192,266.80				192,266.80			192,266.80
A27 14 SR CITIZENS NEEDS STUDY	-	10,000.00			10,000.00	10,000.00		-
A21 14 GIS DATA UPDATE	30,000.00				30,000.00			30,000.00
TOTAL OTHER	435,003.70	10,000.00	-	-	445,003.70	12,622.00	-	432,381.70
ART 27 96 REPAINT WATER	37,862.97				37,862.97			37,862.97
ART 30 00 WATER MAIN DISTRIBUTION	3,308.41				3,308.41			3,308.41
ART 18 03 WATER STORAGE TANK REHAB	80,000.00				80,000.00	39,613.12	37,786.88	2,600.00
ART 20 03 WATER PLANT IMPROVEMENTS	268,784.81	20,050.17			288,834.98	88,772.57	53,119.00	146,943.41
ART 25 04 WATER METERS	316.60				316.60		202.74	113.86
ART 36 05 WATER DISTRIBUTION IMPROVEMENTS	162.03				162.03	162.03		(0.00)
ART 55 05 HAGGERTS/FISHBROOK SALT ST	(0.02)				(0.02)	(0.02)		0.00
ART 32 06 WATER METERS	207,871.71				207,871.71	183.49		207,688.22
ART 46 07 WATER DISTRIBUTION	-	26,868.51			26,868.51	23,523.83		3,344.68
ART 47 07 WATER PLANT PUMPS	4,397.58				4,397.58			4,397.58
ART 30 09 WATER SUPPLY IMPROVEMENTS	144,790.25				144,790.25			144,790.25
ART 65 09 WATER PLANT ROOF REPLACE	161,721.15				161,721.15			161,721.15
ART 31 10 WATER MAIN COST & RECONST	-	240,949.80			240,949.80	240,949.80		-
ART 33 10 WATER PLANT GAC REPLACE	(560.00)				(560.00)	(560.00)		-
ART 34 10 WATER PLANT HVAC & EQUIP	224,753.16				224,753.16	100,331.86	35,064.00	89,357.30

Town of Andover								
Capital Projects Fund								
Fiscal 2016								
DESCRIPTION	07/01/15	ENCUMB	LTBOND	OFU(S)	TOTAL	TOTAL	ENCUMB	06/30/16
	Balance		PROCEEDS		AVAILABLE	EXP		Balance
ART 42 11 WATER MAIN CONST/RECONST	282,118.38				282,118.38	13,135.93	650.00	268,332.45
ART 44 11 VARIABLE SPEED UMP	371,742.67	63,662.54			435,405.21	291,734.74	102,927.80	40,742.67
ART 35 12 MAJOR WATER MAIN REPLACEMENT	538,785.89	108,210.24			646,996.13	156,163.12	108,113.60	382,719.41
ART 36 12 WATER PLANT BACKWASH TANK	-				-			-
ART 43 12 WATER DISTRIBUTION MAINTENANCE	500,000.00				500,000.00		499,787.10	212.90
ART 44 13 WATER VEHICLES	59,705.00	24,322.00		16,500.00	100,527.00	80,088.38		20,438.62
ART 45 13 WATER DIST FLUSHING PROGRAM	5,363.05	42,961.02			48,324.07	37,426.63	5,745.81	5,151.63
ART 41, 13 MAJOR WATER MAIN REPLACEMENT	999,562.60				999,562.60	937,133.81		62,428.79
ART 42, 13 WATER DISTRIBUTION MAINT	500,000.00				500,000.00		500,000.00	-
ART 26, 13 HYDRANT INFRASTRUCTURE	76,103.08	88,808.51			164,911.59	15,469.69		149,441.90
A58 14 WATER/SEWER RATE STUDY	100,000.00				100,000.00	40,287.03	4,437.50	55,275.47
ART 56 WATER MAIN REPLACEMENT PROJECTS	-				-			-
ART 57 15 WATER PLANT GAC REPLACEMENT	499,886.71			250,000.00	749,886.71	386,066.56	113,820.15	250,000.00
ART 41 16 WATER MAIN REPLACEMENT	-				-			-
ART 44 16 WATER STORAGE TANK REPAIR	-				-			-
ART 45 16 WTP WINDOW REPLACEMENT	-			80,000.00	80,000.00			80,000.00
ART 41 16 WATER MAIN REPLACEMENT	-			500,000.00	500,000.00			500,000.00
TOTAL WATER	5,066,676.03	615,832.79	-	846,500.00	6,529,008.82	2,450,482.57	1,461,654.58	2,616,871.67
ART 32 01 TOWN/SCHOOL PROJECTS	719.02				719.02	719.02		0.00
ART 33-5 01 WEST FIRE STATION - LONG TERM	17,326.54				17,326.54		5,227.00	12,099.54
ART 28-1 02 TOWN BUILDING IMPROVEMENTS	956.02				956.02	956.02		0.00
ART 32 04 SENIOR CTR PLANS	1,715.75				1,715.75			1,715.75
ART 48 06 LAND TRANSFER BUXTON CT	200.00				200.00	200.00		-
ART 27 07 TOWN BLDG RENOVATION	121,344.97				121,344.97	1.94		121,343.03
ART 51 07 ACQ BLANCHARD ST	28,767.03				28,767.03			28,767.03
ART 44 08 WM WOOD MEMORIAL	3,902.43				3,902.43			3,902.43
ART 49 08 PARKS & GROUNDS BUILDING	276,691.00				276,691.00			276,691.00
ART 28 08 TOWN BLDG RENOVATION	(0.44)				(0.44)	(0.44)		0.00
ART 36 08 FIRE DPW VEHICLES	7,761.00				7,761.00			7,761.00
ART 16 09 TOWN YARD LEWIS T	(0.00)				(0.00)			(0.00)
ART 17 09 CAMPENILLI DRIVE (RIGHT OF REFUSAL)	9,111.80				9,111.80	5,000.00		4,111.80
ART 18 09 SITE EVALUATION TOWN YARD	(235.00)				(235.00)	(235.00)		-
ART 34 09 B'VALLE FIRE REPLACMENT	66,095.20				66,095.20			66,095.20
ART 55 09 TOWN BLDG MAINT/IMPROVE	5,881.54				5,881.54			5,881.54
ART 57 09 BLANCHARD ST BALLFIELDS	(0.18)				(0.18)	(0.18)		0.00
ART 42 10 TOWN BLDG MAINTENANCE	1,500.00				1,500.00			1,500.00
ART 34 11 TOWN BUILDING MAINTENANCE	46,530.84				46,530.84	8,900.00	36,770.12	860.72

Town of Andover								
Capital Projects Fund								
Fiscal 2016								
DESCRIPTION	07/01/15	ENCUMB	LTBOND	OFU(S)	TOTAL	TOTAL	ENCUMB	06/30/16
	Balance		PROCEEDS		AVAILABLE	EXP		Balance
ART 18 11 MUNICIPAL SERVICE FACILITY	1,683.00				1,683.00			1,683.00
ART 38 11 SPRING GROVE MAINT	19,000.00			6,000.00	25,000.00			25,000.00
ART 22 12 TECH INFRASTRUCTURE	249,877.28	146,472.67			396,349.95	434,516.34	36,904.47	(75,070.86)
ART 23 12 TOWN PLAYGROUND	-	120,555.60			120,555.60	120,555.60		-
ART 24 12 TOWN BLDG MAINTENANCE	76,019.42	27,881.00			103,900.42	50,035.90		53,864.52
ART 28 12 BALMOAL REPAIRS	33,029.65				33,029.65			33,029.65
ART 37 13 ANNUAL COMPUTER REPLACEMENT	179,095.99	4,625.00		402,393.00	586,113.99	390,371.54		195,742.45
ART 45 13 PAY AND DISPLAY	18,588.05	8,004.35			26,592.40	8,099.35		18,493.05
A22 13 MONUMENT DEYERMOND	2.45				2.45	2.45		0.00
B39 14 TOWN & SCHOOL ENERGY	54,378.41	4,979.97			59,358.38	22,335.06	21,204.93	15,818.39
B43 14 BUILD & FACILITY MAINT	253,310.61	10,197.50			263,508.11	133,947.00	22,196.22	107,364.89
B52 14 SCHOOL BLDG MAINT/RENOV	398,009.51	815,083.00			1,213,092.51	1,039,569.41	39,149.94	134,373.16
ART 29 15 PUB SAFETY COM UPGRADES	150,000.00				150,000.00	108,202.27	955.25	40,842.48
B38 15 SAFETY & SECURITY COMM UPGRADES	-				-	51,752.89	107,237.70	(158,990.59)
B46 15 TOWN BLDG AND FACILITY MAINT	-				-	331,738.87	634,806.54	(966,545.41)
ART 31 15 TWN & SCHOOL ENERGY INITIATIVES (FC)	337,000.00				337,000.00	38,647.87	37,000.00	261,352.13
ART 31 16 AQC CAMPANELLI DRIVE (Free Cash)	-			2,250,000.00	2,250,000.00			2,250,000.00
ART 38 16 TOWN & SCHOOL ENERGY INITIATIVES (FC)	-			400,000.00	400,000.00			400,000.00
ART 35 16 1:1 LEARNING INITIATIVE (Free Cash)	-			400,000.00	400,000.00	85,000.00		315,000.00
ART 36 16 SCHOOL PROJECTORS (Free Cash)	-			200,000.00	200,000.00			200,000.00
ART 28 16 TOWN BLDG AND FACILITY MAINTENANCE	-				-			-
ART 57 16 MEMORIAL PLAYSTEAD	-				-			-
ART 55 16 DEYERMOND FIELD LIGHTS (Free Cash)	-			275,000.00	275,000.00			275,000.00
TOTAL MUNI BUILDING	2,358,261.89	1,137,799.09	-	3,933,393.00	7,429,453.98	2,830,315.91	941,452.17	3,657,685.90
ART 46-3 99 TOWN CAPITAL	6.76				6.76	6.76		-
ART 88 99 IMPROVE ESSEX/PEARSON	3,500.00				3,500.00			3,500.00
ART 83 99 SALEM ST SIDEWALK	46,482.27				46,482.27			46,482.27
ART 54 00 LINCOLN CIRCLE/LILLIAN TER	9,673.99				9,673.99			9,673.99
ART 66 00 SIDEWALK RESTORATION	6,987.78				6,987.78			6,987.78
ART 70 00 SIDEWALK CHESTNUT ST	71,174.95				71,174.95			71,174.95
ART 22 01 SIDEWALK CROSS HIGH PLAIN	10,427.37				10,427.37			10,427.37
ART 28 01 ACQ SMITHSHIRE EST	56,946.18				56,946.18			56,946.18
ART 33-1 01 GIS	106.00				106.00	106.00		-
ART 44-1 02 HYDRANT REPLACEMENT	632.54				632.54	632.54		-
ART 44-2 02 GIS	29,903.58				29,903.58			29,903.58
ART 33 05 MORAIN ST	6,152.90				6,152.90			6,152.90
ART 38 07 ACQUIRE GRANLI DRIVE	1,653.84				1,653.84			1,653.84

Town of Andover								
Capital Projects Fund								
Fiscal 2016								
DESCRIPTION	07/01/15	ENCUMB	LTBOND	OFU(S)	TOTAL	TOTAL	ENCUMB	06/30/16
	Balance		PROCEEDS		AVAILABLE	EXP		Balance
ART 39 07 PEDESTRIAN FOOT BRIDGE	15,000.00				15,000.00			15,000.00
ART 52 07 BRIDGE REPAIRS	24,144.35				24,144.35			24,144.35
ART 2A 07 ACQ 16 PEARSON ST	12,214.87				12,214.87			12,214.87
ART 3A 07 ACQ 18 PEARSON ST	479.67				479.67	479.67		(0.00)
ART 4A 07 ACQ 37 PEARSON ST	27,393.41				27,393.41			27,393.41
ART 32 08 BRIDGE REPAIRS	247,046.70				247,046.70			247,046.70
ART 52 10 REPAIRS TO PUBLIC WAYS	15,634.44				15,634.44			15,634.44
ART 50 08 STORM DRAINAGE IMPROVEMENTS	-	9,501.74			9,501.74	6,292.00		3,209.74
ART 24 11 TOWN BRIDGE EVAL/REPAIR	78,878.00	2,920.42			81,798.42		2,920.42	78,878.00
ART 25 11 PEARSON ST PARKING LOT	2,253.20				2,253.20			2,253.20
ART 33 11 STORM DRAINAGE IMPROVE	3,653.95				3,653.95	300.00		3,353.95
ART 42 12 HIGHPLAIN@FISHBROOK	135,192.63	44,239.00			179,431.63	(4,034.85)	44,239.00	139,227.48
B20 14 HOLT RD SIDEWALK CONSTR	137,662.50				137,662.50	125,207.42		12,455.08
B22 14 HYDRANT MAINTENANCE	500,000.00				500,000.00			500,000.00
ART 44 MINOR STORM DRAIN IMPROVEMENTS	-				-	116,317.94		(116,317.94)
ART 45 SIDEWALK CONSTRUCTION - WOBURN	-				-	8,752.50	94,232.50	(102,985.00)
ART 62 SIDEWALK CONSTRUCTION - RIVER ST	-				-	36,905.90	49.10	(36,955.00)
ART 60 15 FINISH CHARLES CIRCLE	66,000.00				66,000.00	37,215.89		28,784.11
TOTAL ROAD/STORM DRAIN	1,509,201.88	56,661.16	-	-	1,565,863.04	328,181.77	141,441.02	1,096,240.25
ART 56 97 PUBLIC SAFETY	-				-			-
ART 47 99 PUB SAF ANTENNAS	3,920.50				3,920.50			3,920.50
ART 10-1 02 PUBLIC SAFETY ADDL CONTINGENCY	355.01				355.01	355.01		0.00
ART 34-3 02 REVERSE 911	726.30				726.30	726.30		-
B45 14 DPW VEHICLES	89,582.00				89,582.00	89,582.00		-
ART 30 15 HIGHWAY VEHICLES	175,000.00				175,000.00	72,877.00		102,123.00
ART 26 16 PUBLIC WORKS VEHICLES	-				-			-
ART 27 16 FIRE APPARATUS ENGINE	-				-			-
	269,583.81	-	-	-	269,583.81	163,540.31	-	106,043.50
GRAND TOTAL	14,098,057.19	3,834,051.71	675,000.00	10,527,473.05	29,134,581.95	10,212,279.20	5,008,671.77	13,913,630.98

**TOWN OF ANDOVER
TRUST-CEMETERY -SPECIAL FUNDS
IN CUSTODY OF TOWN TREASURER
YEAR ENDING JUNE 30, 2016**

FUND	PRINCIPAL	BALANCE			BALANCE		
		July 1, 2015	DEPOSITS	INCOME		DRAWN	June 30, 2016
80001 GL 40(5B)	STABILIZATION		6,106,735.45		94,917.42		6,201,652.87
80041	C.D. WOOD		0.00				0.00
80051	OPEB ART 21, 2010		4,688,136.31	790,000.00	-43,220.64		5,434,915.67
80061	ESTATE S.P. WHITE	5,766.63	16,416.36		69.29		16,485.65
80071	POLICE DRUG ACCOUNT		3,430.75	52,126.06	44.43	35,563.62	20,037.62
80091 C59 Acts 1998	TOWN 400TH CELEBRATION		10,704.24		168.82		10,873.06
80100	SENIOR CENTER PROGRAMS		700,000.00		2,524.09		702,524.09
80110	STABILIZATIONFUND - LEDGE ROAD		3,023,118.83		20,437.17	3,043,556.00	0.00
80120	STABILIZATIONFUND - BOND PREM		1,377,877.61	268,000.00	17,847.54	200,000.00	1,463,725.15
80141	J. GREELEY	5,000.00	8,851.88		139.96		8,991.84
80161	MARGARET G. TOWLE	345,825.50	345,825.50				345,825.50
80151	MARGARET G. TOWLE		79,471.24		6,697.72	7,050.25	79,118.71
80171	JOHN CORNELL	5,000.00	59,285.66		936.89	600.00	59,622.55
80181	DAVID & LUCY SHAW	10,000.00	57,336.52		904.71		58,241.23
80191	W.L. RAYMOND	7,845.81	64,922.29		1,024.57		65,946.86
80201	A.J. LINCOLN	5,000.00	24,077.04		101.52		24,178.56
80211	E.I. RAYMOND	1,500.00	3,516.73		55.50		3,572.23
80221	TAYLOR	300.00	2,486.28		39.25		2,525.53
80231 GL 114(25)	SPRING GROVE	1,071,503.77	1,083,622.13	35,905.00	6,526.81	6,000.00	1,120,053.94
80251	SPRING GROVE FLOWERS		32,820.88		521.62	1,475.00	31,867.50
80281	EMILINE LINCOLN	1,000.00	2,394.70		37.80		2,432.50
80291	EMMA J. LINCOLN		1,311.93		20.70		1,332.63
80301 GL 40(8C)	CONSERVATION FUND		78,114.82		34,435.72	39,162.36	73,388.18
80331	SMART	1,000.00	18,541.94		292.60	15.00	18,819.54
80341	FARRINGTON	600.00	2,224.60		35.12	15.00	2,244.72
80351	BALLARDVALE	532.88	1,493.96		23.64	25.00	1,492.60
80361	ALLEN	200.00	191.88		3.07	15.00	179.95
80391	EMS BELL LIBRARY TRUST		66,805.83		1,055.25		67,861.08
80411	ELDERLY TAXATION FUND		21,233.65		1,171.67		22,405.32
80421	MUNICIPAL AFFORDABLE HOUSING		106,242.89		1,623.50		107,866.39
80431	POLICE FEDERAL DRUG ACCT		10,480.47	3,980.21	22.49		14,483.17
82011	DRAPER	1,058.93	20,615.73		325.28		20,941.01
82021	RICHARDSON	1,000.00	1,821.79		29.69		1,851.48
82031	A & AV LINCOLN	500.00	1,360.78		21.36		1,382.14
82051	RAFTON (INTEREST)		6,568.50	868.00	108.14		7,544.64
82041	RAFTON (PRINCIPAL)	598.50	598.50				598.50
82061	CONROY	291.71	2,094.42		33.05		2,127.47
82071	AMERICAN LEGION	200.00	1,544.33		24.39		1,568.72
82081	CHRIS MAYNARD BOOKS	5,087.68	5,120.44	4.45	81.62		5,206.51
82091	HOLT	81.95	939.30		14.82		954.12
80371 GL 40(13A)	WORKERS COMPENSATION		95,126.90	3,997.03		57,236.00	41,887.93
		1,469,893.36	18,133,463.06	1,154,880.75	149,096.58	3,390,713.23	16,046,727.16
INTERNAL SERVICE FUNDS							
80011 GL 40(13)	INSURANCE		176,496.78		674.43	36,402.00	140,769.21
80021 GL 40(5E)	UNEMPLOYMENT COMPENSATION		265,422.42	158,000.00	758.29	148,686.19	275,494.52
80031	TOWN INSURANCE HEALTH		2,020,493.75	23,934,282.58	1,621.68	23,707,485.50	2,248,912.51
	TOTAL INTERNAL SERVICE FUNDS		2,462,412.95	24,092,282.58	3,054.40	23,892,573.69	2,665,176.24
	GRAND TOTAL ALL TRUST FUNDS		20,595,876.01	25,247,163.33	152,150.98	27,283,286.92	18,711,903.40

TOWN OF ANDOVER, MASSACHUSETTS										
DETAIL DEBT SCHEDULE BY FISCAL YEAR										
AS OF JUNE 30, 2016										
ISSUE	ARTICLE	LOAN DATE	LOAN TOTAL	2017	2018	2019	2020	2021	2022	TOTAL ALL YEARS
EXEMPT DEBT SCHOOL										
EXEMPT ADVANCE REFUNDING (2006)	ART 20-1, 1994	1/15/05	6,378,109	615,087.94	-	-	-	-	-	615,087.94
EXEMPT ADVANCE REFUNDING (2006)	ART 20-2, 1994	1/15/05	506,373	47,099.56	-	-	-	-	-	47,099.56
SCHOOL BONDS EXEMPT REFI	ART 19, 1999	2/15/10	1,092,000	138,100.00	133,300.00	123,625.00	117,875.00	-	-	512,900.00
SCHOOL BONDS -Sewer REFI	ART 9, 2000	2/15/10	1,342,000	182,825.00	166,775.00	156,100.00	149,100.00	142,800.00	-	797,600.00
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	12/22/11	3,361,700	409,964.50	393,012.50	381,287.50	362,987.50	348,137.50	333,487.50	2,547,420.75
BANCROFT FEASIBILITY	ART 59, 2009	12/22/11	162,000	13,462.50	13,162.50	12,812.50	12,412.50	12,112.50	11,812.50	143,412.55
MIDDLE/EL SCHOOL Refi NC	ART 9, 2000	12/19/12	1,500,000	220,875.00	215,100.00	208,500.00	197,000.00	175,900.00	165,200.00	1,787,375.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	14,000,000	1,090,250.00	1,071,000.00	1,043,000.00	1,034,250.00	1,013,250.00	985,250.00	15,346,625.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	13,055,000	1,145,562.50	1,112,812.50	1,080,062.50	1,047,312.50	1,014,562.50	981,812.50	16,012,937.50
BANCROFT SCHOOL	ART 1, 2013	3/6/14	2,435,000	216,400.00	210,150.00	203,900.00	197,650.00	191,400.00	180,150.00	2,974,600.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	100,000	8,312.50	8,162.50	7,962.50	7,762.50	7,562.50	7,362.50	126,762.50
BANCROFT SCHOOL	ART 1, 2013	6/19/15	779,000	65,687.50	64,487.50	62,887.50	61,287.50	59,687.50	58,087.50	975,287.50
TOTAL SCHOOL				4,153,627.00	3,387,962.50	3,280,137.50	3,187,637.50	2,965,412.50	2,723,162.50	41,887,108.30
PUBLIC SAFETY										
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2,807,000	332,850.00	316,725.00	300,850.00	287,350.00	270,300.00	-	1,508,075.00
PUBLIC SAFETY CENTER REFI	ART 40, 2001	2/15/10	101,500	12,350.00	11,950.00	11,550.00	11,050.00	10,600.00	10,200.00	67,700.00
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2,353,500	289,625.00	280,225.00	270,825.00	259,075.00	243,600.00	229,500.00	1,572,850.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	80,000	6,475.01	6,281.26	6,081.26	5,887.51	5,696.88	5,500.00	46,321.92
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	425,000	33,473.00	32,810.00	31,705.00	29,750.00	28,979.68	28,156.26	348,445.82
TOTAL PUBLIC SAFETY CENTER				674,773.01	647,991.26	621,011.26	593,112.51	559,176.56	273,356.26	3,543,392.74
TOTAL EXEMPT				4,828,400.01	4,035,953.76	3,901,148.76	3,780,750.01	3,524,589.06	2,996,518.76	45,430,501.04
PUBLIC SERVICE ENTERPRISES										
WATER DEBT										
WATER TREATMENT PLANT	ART 42, 2002	12/22/11	473,000	60,730.00	59,230.00	57,480.00	50,580.00	49,230.00	47,880.00	415,087.50
WATER SYSTEM	ART 20, 2003	12/15/11	997,400	122,507.50	119,507.50	116,007.50	112,007.50	109,007.50	101,107.50	871,318.75
WATER MAINS REFINANCED	ART 43, 2002	12/19/12		32,751.00	31,876.00	30,876.00	29,876.00	28,876.00	27,876.00	245,071.00
WATER SYSTEM	ART 20, 2008	10/15/06	1,000,000	70,325.00	68,412.50	66,575.00	64,712.50	62,825.00	60,912.50	668,737.50
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	4,666,635	283,575.88	283,576.00	283,576.30	283,575.89	283,575.84	283,576.17	3,119,336.10
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	634,717	38,370.30	38,370.56	38,370.64	38,370.28	38,370.23	38,370.23	498,816.50
WATER SYSTEM	ART 20, 2003	12/1/07	1,472,000	108,187.51	105,281.26	102,281.26	99,375.01	96,515.63	93,562.50	1,076,784.42
WATER SYSTEM	ART 34, 2005	12/1/07	1,000,000	72,937.50	71,000.00	69,000.00	67,062.50	65,156.25	63,187.50	745,187.50
WATER SYSTEM	ART 41, 2005	12/1/07	50,000	5,293.75	5,100.00	-	-	-	-	10,393.75
WATER SYSTEM	ART 34, 2005	3/15/09	198,000	21,600.00	21,000.00	-	-	-	-	42,600.00
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	250,000	20,550.00	20,100.00	19,575.00	18,975.00	18,525.00	18,075.00	230,625.00
WTP GRANULAR CARBON	ART 33, 2010	12/22/11	400,000	47,400.00	46,200.00	44,800.00	43,200.00	42,000.00	40,800.00	264,400.00
WATER TREATMENT PLANT	ART 33, 2010	2/24/11	300,000	35,700.00	34,800.00	33,600.00	32,400.00	31,200.00	-	167,700.00
WATER MAINS	ART 31, 2010	12/19/12	500,000	38,937.50	38,250.00	37,250.00	36,937.50	36,187.50	35,187.50	548,093.76
WATER TREATMENT PLANT PUMP	ART 44, 2011	12/19/12	100,000	11,900.00	11,625.00	11,225.00	11,100.00	10,800.00	10,400.00	67,050.00
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	500,000	43,781.26	42,531.26	41,281.26	40,031.26	38,781.26	37,531.26	613,718.88
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	1,439,000	128,837.50	125,087.50	121,337.50	117,587.50	113,837.50	105,087.50	1,747,162.50
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	500,000	70,000.00	67,500.00	65,000.00	62,500.00	60,000.00	57,500.00	490,000.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	1,000,000	87,562.50	85,062.50	82,562.50	80,062.50	77,562.50	75,062.50	1,227,437.50
GAC REPLACEMENT	ART 33, 2010	3/6/14	110,000	14,000.00	13,500.00	13,000.00	12,500.00	12,000.00	11,500.00	98,000.00
WATER DISTRIBUTION MAINTENANCE	ART 43,2012	6/19/15	500,000	67,500.00	66,000.00	64,000.00	62,000.00	60,000.00	58,000.00	539,500.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	500,000	67,500.00	66,000.00	64,000.00	62,000.00	60,000.00	58,000.00	539,500.00
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016	6/19/15	500,000	67,500.00	66,000.00	64,000.00	62,000.00	60,000.00	58,000.00	539,500.00
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014	6/19/15	500,000	67,500.00	66,000.00	64,000.00	62,000.00	60,000.00	58,000.00	539,500.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	340,000	46,850.00	45,800.00	44,400.00	43,000.00	41,600.00	40,200.00	364,250.00
TOTAL WATER				1,631,797.20	1,597,810.08	1,534,197.96	1,491,853.44	1,456,050.21	1,379,816.16	15,669,770.66

TOWN OF ANDOVER, MASSACHUSETTS										
DETAIL DEBT SCHEDULE BY FISCAL YEAR										
AS OF JUNE 30, 2016										
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2017	2018	2019	2020	2021	2022	TOTAL ALL YEARS
SEWER DEBT										
SEWER SO MAIN ST (Betterment) REFI	ART 41, 1999	2/15/10	2,460,000	302,175.00	292,375.00	282,575.00	270,325.00	254,400.00	244,800.00	1,646,650.00
SEWER FOREST HILLS (Betterment) REFI	ART 13, 2000	2/15/10	1,674,000	203,575.00	196,975.00	190,375.00	182,125.00	174,700.00	163,200.00	1,110,950.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1,941,350	236,455.00	228,575.00	221,750.00	209,050.00	203,350.00	192,750.00	1,473,955.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/01	485,000	59,962.50	58,462.50	56,712.50	54,712.50	48,262.50	46,912.50	370,531.25
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1,495,000	183,862.50	179,362.50	174,112.50	168,112.50	158,662.50	154,312.50	1,309,781.25
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/11	1,798,550	200,498.00	192,600.00	187,175.00	229,975.00	223,825.00	212,775.00	1,645,623.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/19/12	936,650	126,239.00	122,914.00	119,114.00	115,314.00	111,514.00	107,714.00	988,994.00
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	10/15/06	1,000,000	70,325.00	68,412.50	66,575.00	64,712.50	62,825.00	60,912.50	668,737.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	10/15/06	4,002,000	291,317.50	268,558.75	266,300.00	258,850.00	251,300.00	243,650.00	2,679,876.25
SEWER SO MAIN ST (Betterment)	ART 35, 2004	12/1/07	1,225,000	87,525.00	85,200.00	82,800.00	80,475.00	78,187.50	75,825.00	894,225.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/1/07	4,458,000	315,387.45	307,056.20	308,256.20	299,537.45	290,959.34	282,099.98	3,255,552.77
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	12/1/07	500,000	36,468.75	35,500.00	34,500.00	33,531.25	32,578.13	31,593.76	372,593.81
SEWER	Art 33, 2006	3/15/09	350,000	28,862.50	28,262.50	27,262.50	21,262.50	20,718.76	20,137.50	269,806.30
SEWER SHAWSHEEN OUTFALL	Art 33, 2007	3/15/09	1,500,000	116,062.50	113,812.50	110,062.50	106,312.50	103,593.76	100,687.50	1,267,031.30
SEWER - DASCOMB ROAD (Betterment)	Art 36, 2007	3/15/09	200,000	15,475.00	15,175.00	14,675.00	14,175.00	13,812.50	13,425.00	168,937.50
SEWER KIRKLAND ROAD (Betterment)	Art 41, 2007	3/15/09	250,000	21,125.00	20,675.00	19,925.00	14,175.00	13,812.50	13,425.00	185,337.50
SEWER SAWSHEEN PUMP STATION	Art 64, 2007	3/15/09	200,000	15,475.00	15,175.00	14,675.00	14,175.00	13,812.50	13,425.00	168,937.50
SEWER SHAWSHEEN OUTFALL	Art 33, 2008	2/24/11	300,000	23,981.26	23,531.26	22,931.26	22,331.26	21,731.26	21,131.26	298,725.14
SEWER	ART 46, 2010	12/22/11	225,000	19,700.00	14,325.00	13,975.00	13,575.00	13,275.00	12,975.00	202,650.00
SEWER MAINS	Art 51, 2001	2/24/11	200,000	15,987.50	15,687.50	15,287.50	14,887.50	14,487.50	14,087.50	199,150.00
SHAWSHEEN PUMPING STATION	ART 64, 2007	12/19/12	200,000	15,575.00	15,300.00	14,900.00	14,775.00	14,475.00	14,075.00	219,237.50
REPAIR SANITARY SEWER	ART 33, 2006	12/19/12	150,000	13,937.50	13,662.50	13,262.50	13,137.50	12,837.50	12,437.50	149,543.76
SEWER MAIN CONSTRUCTION	ART 51, 2008	12/19/12	300,000	23,362.50	22,950.00	22,350.00	22,162.50	21,712.50	21,112.50	328,856.26
SEWER MAIN CONSTRUCTION	ART 32, 2010	12/19/12	500,000	38,937.50	38,250.00	37,250.00	36,937.50	36,187.50	35,187.50	548,093.76
SEWER INFRASTRUCTURE VEHICLE	ART 37, 2012	12/19/12	250,000	34,500.00	33,675.00	32,475.00	32,100.00	31,200.00	-	163,950.00
TOTAL SEWER				2,496,771.96	2,406,472.71	2,349,276.46	2,306,726.46	2,222,220.25	2,108,651.50	20,587,726.35
TOTAL ENTERPRISE				4,128,569.16	4,004,282.79	3,883,474.42	3,798,579.90	3,678,270.46	3,488,467.66	36,257,497.01
GENERAL FUND NON-EXEMPT										
SCHOOL DEBT										
SCHOOL BUILDINGS	ART 28-2 2002	12/22/11	304,000	65,100.00	63,300.00	61,200.00	-	-	-	189,600.00
WEST EL - ASBESTOS	ART 12, 2002	12/22/11	491,000	108,170.00	102,215.00	95,880.00	-	-	-	306,265.00
COLLINS CTR HVAC	ART 29, 2004	12/19/12	122,000	39,025.00	37,800.00	36,400.00	17,850.00	-	-	131,075.00
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12		67,950.00	66,200.00	64,200.00	62,200.00	60,200.00	58,200.00	573,350.00
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	200,000	13,665.00	13,282.50	12,915.00	12,542.50	12,165.00	11,782.50	119,547.50
SCHOOL HVAC	ART 46, 2006	12/1/07	200,000	16,511.25	16,007.50	16,467.50	15,925.00	15,391.25	14,840.00	109,422.50
WEST EL - ASBESTOS	ART 12, 2002	12/1/07	100,000	6,275.01	6,081.26	5,881.26	5,687.51	5,496.88	5,300.00	39,821.92
SCHOOL RENOVATIONS	ART 17, 2006	12/1/07	250,000	18,825.01	18,243.76	17,643.76	17,062.51	16,490.63	15,900.00	119,465.67
SCHOOL RENOVATIONS	ART 11, 2005	12/1/07	500,000	42,943.75	41,587.50	35,287.50	34,125.00	32,981.25	31,800.00	249,325.00
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	865,000	68,798.76	67,418.76	65,118.76	61,818.76	60,187.50	58,443.76	692,905.08
SCHOOL ROOF	ART 17, 2007	3/15/09	1,480,000	117,165.00	114,825.00	110,925.00	109,025.00	106,125.00	103,025.00	1,188,940.00
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	465,000	37,156.26	36,406.26	35,156.26	33,906.26	33,000.00	32,031.26	368,093.82
LOVELY FIELD RENOVATIONS	ART 29, 2008	3/15/09	240,000	27,750.00	22,000.00	21,000.00	-	-	-	70,750.00
SCHOOL ROOF	ART 15, 2007	2/15/10	1,500,000	120,400.00	117,200.00	114,000.00	110,000.00	106,400.00	103,200.00	1,285,600.00
SCHOOL REMODELING	ART 28, 2007	2/15/10	300,000	22,725.00	22,125.00	21,525.00	20,775.00	20,100.00	19,500.00	246,450.00
SCHOOL REPAIRS	ART 27, 2008	2/15/10	1,000,000	81,525.00	79,325.00	77,125.00	74,375.00	67,000.00	65,000.00	843,350.00
SCHOOL REMODELING	ART 28, 2007	2/24/11	300,000	23,325.00	22,875.00	22,275.00	21,675.00	21,075.00	20,475.00	273,881.26
SCHOOL REPAIRS	ART 27, 2008	2/24/11	810,000	68,150.00	66,800.00	65,000.00	63,200.00	61,400.00	54,600.00	758,300.00
SCHOOL REPAIRS	ART 56, 2009	2/24/11	850,000	69,756.26	68,406.26	66,606.26	64,806.26	63,006.26	61,206.26	813,581.38
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	2,000,000	159,875.00	156,875.00	152,875.00	148,875.00	144,875.00	140,875.00	1,991,500.00
SCHOOL REMODELING	ART 16, 2011	12/22/11	925,000	70,887.50	64,462.50	62,887.50	61,087.50	59,737.50	58,387.50	894,162.55
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	655,000	49,912.50	48,862.50	47,637.50	46,237.50	45,187.50	44,137.50	631,506.25
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	525,000	41,637.50	35,812.50	34,937.50	33,937.50	33,187.50	32,437.50	499,012.55
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	650,000	53,912.50	52,862.50	51,462.50	50,062.50	48,662.50	42,262.50	625,400.00
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	1,000,000	97,637.50	95,712.50	87,912.50	87,100.00	85,150.00	82,550.00	976,762.50
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	530,000	44,337.50	43,512.50	42,312.50	36,937.50	36,187.50	35,187.50	563,818.76

TOWN OF ANDOVER, MASSACHUSETTS										
DETAIL DEBT SCHEDULE BY FISCAL YEAR										
AS OF JUNE 30, 2016										
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2017	2018	2019	2020	2021	2022	TOTAL ALL YEARS
BANCROFT SCHOOL	ART 1, 2013	3/6/14	927,000	84,556.26	82,056.26	79,556.26	72,056.26	69,806.26	67,556.26	1,121,193.88
SCHOOL REPAIRS	ART 36, 2013	3/6/14	900,000	78,806.26	76,556.26	74,306.26	72,056.26	69,806.26	67,556.26	1,104,693.88
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	2,400,000	210,150.00	204,150.00	198,150.00	192,150.00	186,150.00	180,150.00	2,945,850.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	1,250,000	132,700.00	128,450.00	124,200.00	119,950.00	115,700.00	111,450.00	1,380,700.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	1,500,000	150,000.00	147,000.00	143,000.00	139,000.00	135,000.00	131,000.00	1,759,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	285,000	24,450.00	24,000.00	23,400.00	22,800.00	22,200.00	21,600.00	356,512.50
TOTAL SCHOOL				2,214,078.82	2,142,411.32	2,067,243.82	1,807,223.82	1,732,668.79	1,670,453.80	23,229,837.00
STREET										
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	250,000	13,665.00	13,282.50	12,915.00	12,542.50	12,165.00	11,782.50	119,547.50
STORM DRAINS	ART 50, 2008	3/15/09	100,000	7,737.50	7,587.50	7,337.50	7,087.50	6,906.26	6,712.50	84,468.80
MAIN ST DEVELOPMENT	ART 48, 2002	2/15/10	269,000	32,900.00	31,700.00	25,625.00	-	-	-	90,225.00
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	100,000	7,775.00	7,625.00	7,425.00	7,225.00	7,025.00	6,825.00	91,293.76
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	400,000	31,318.76	30,718.76	29,918.76	29,118.76	28,318.76	27,518.76	373,456.40
BRIDGE REPAIR	ART 24, 2011	12/22/11	100,000	7,312.50	7,162.50	6,987.50	6,787.50	6,637.50	6,487.50	98,787.55
PARKING LOT	ART 25, 2011	12/22/11	85,000	6,543.76	6,393.76	6,218.76	6,018.76	5,868.76	5,718.76	63,378.22
DRAINAGE	ART 33, 2011	12/22/11	200,000	14,625.00	14,325.00	13,975.00	13,575.00	13,275.00	12,975.00	197,575.00
DRAINAGE (HIGH PLAIN)	ART 26, 2011	12/22/11	75,000	15,225.00	-	-	-	-	-	15,225.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	280,000	23,137.50	22,687.50	22,087.50	21,487.50	20,887.50	20,287.50	267,300.00
BRIDGE REPAIR	ART 32, 2008	12/19/12	200,000	15,575.00	15,300.00	14,900.00	14,775.00	14,475.00	14,075.00	219,237.50
STORM DRAINAGE	ART 33, 2011	12/19/12	100,000	7,787.50	7,650.00	7,450.00	7,387.50	7,237.50	7,037.50	109,618.76
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	1,100,000	100,287.50	98,362.50	95,562.50	94,687.50	92,587.50	89,787.50	1,114,018.76
SIDEWALK CONSTRUCTION	ART 20, 2014	6/19/15	138,000	33,900.00	28,000.00	27,000.00	26,000.00	-	-	114,900.00
TOTAL STREET				317,790.02	290,795.02	277,402.52	246,692.52	215,383.78	209,207.52	2,959,032.25
MUNICIPAL FACILITIES										
TOWN BUILDINGS	ART 28-1, 2002	12/22/11	40,000	8,680.00	8,440.00	8,160.00	-	-	-	25,280.00
BRIDGES/BUILDINGS	ART 32, 2001	12/22/11	368,000	81,095.00	78,845.00	69,360.00	-	-	-	229,300.00
TOWN HVAC	ART 46, 2006	12/1/07	250,000	21,138.75	20,480.00	18,820.00	18,200.00	17,590.00	16,960.00	129,508.75
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	255,000	21,262.50	20,812.50	20,062.50	19,312.50	18,768.76	18,187.50	187,543.76
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	290,000	22,775.00	22,325.00	21,575.00	20,825.00	20,281.26	19,700.00	237,937.54
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	75,000	5,907.00	5,790.00	5,595.00	5,250.00	5,114.06	4,968.76	61,490.44
TOWN BUILDINGS	ART 27, 2007	2/15/10	400,000	30,300.00	29,500.00	28,700.00	27,700.00	26,800.00	26,000.00	328,600.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	650,000	53,800.00	52,750.00	51,350.00	49,950.00	48,550.00	47,150.00	615,912.50
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	163,000	13,462.50	13,162.50	12,812.50	12,412.50	12,112.50	11,812.50	143,412.55
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	500,000	36,562.50	35,812.50	34,937.50	33,937.50	33,187.50	32,437.50	493,937.55
FIRE STATION PLANNING	ART 34, 2009	12/22/11	100,000	20,300.00	-	-	-	-	-	20,300.00
DPW VEHICLES	ART 40, 2010	12/22/11	126,000	25,375.00	-	-	-	-	-	25,375.00
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	100,000	7,312.50	7,162.50	6,987.50	6,787.50	6,637.50	6,487.50	98,787.55
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	325,000	31,250.00	25,575.00	24,875.00	24,075.00	23,475.00	22,875.00	258,587.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	100,000	11,900.00	6,600.00	6,400.00	6,200.00	6,000.00	5,800.00	59,100.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	200,000	20,350.00	19,937.50	19,337.50	19,150.00	18,700.00	18,100.00	188,575.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	200,000	20,450.00	20,037.50	19,437.50	19,250.00	18,800.00	18,200.00	188,375.00
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	400,000	40,837.50	40,012.50	33,812.50	33,500.00	32,750.00	31,750.00	382,162.50
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	125,000	13,250.00	12,975.00	12,575.00	12,450.00	12,150.00	11,750.00	114,250.00
FIRE COMMUNICATIONS	ART 31, 2012	12/19/12	200,000	28,937.50	23,250.00	22,450.00	22,200.00	21,600.00	20,800.00	139,237.50
TECHNOLOGY HARDWARE	ART 22, 2012	12/19/12	1,600,000	213,587.50	208,637.50	196,437.50	194,250.00	189,000.00	182,000.00	1,183,912.50
TECHNOLOGY SOFTWARE	ART 22, 2012	12/19/12	400,000	102,750.00	-	-	-	-	-	102,750.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	2,000,000	175,125.00	170,125.00	165,125.00	160,125.00	155,125.00	150,125.00	2,454,875.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	300,000	31,425.00	30,425.00	29,425.00	28,425.00	27,425.00	26,425.00	332,925.00
TECHNOLOGY INFRASTRUCTURE	ART 22, 2012	6/19/15	200,000	46,000.00	44,800.00	43,200.00	41,600.00	-	-	175,600.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	236,000	33,150.00	32,400.00	31,400.00	30,400.00	29,400.00	28,400.00	249,950.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	467,000	66,100.00	64,800.00	57,600.00	55,800.00	54,000.00	52,200.00	496,100.00
DPW VEHICLES	ART 45, 2014	6/19/15	260,000	62,650.00	56,000.00	54,000.00	52,000.00	-	-	224,650.00
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	6/19/15	150,000	20,250.00	19,800.00	19,200.00	18,600.00	18,000.00	17,400.00	161,850.00
TOTAL MUNICIPAL FACILITIES				1,265,983.25	1,070,255.00	1,013,635.00	912,400.00	795,466.58	769,528.76	9,310,285.64

TOWN OF ANDOVER, MASSACHUSETTS										
DETAIL DEBT SCHEDULE BY FISCAL YEAR										
AS OF JUNE 30, 2016										
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2017	2018	2019	2020	2021	2022	TOTAL ALL YEARS
PUBLIC SAFETY										
FIRE TRUCK REFINANCED	ART 31, 2004	12/19/12		45,100.00	43,700.00	42,100.00	33,150.00	-	-	164,050.00
FIRE TRUCK	ART 37, 2006	12/1/07	440,000	36,450.00	35,287.50	34,087.50	32,925.00	31,781.25	30,600.00	201,131.25
TOTAL PUBLIC SAFETY				81,550.00	78,987.50	76,187.50	66,075.00	31,781.25	30,600.00	365,181.25
LAND ACQUISITION										
LAND ACQUISITION REFINANCE	ART 23, 2002	12/19/12	50,900	65,490.00	63,740.00	61,740.00	54,840.00	53,040.00	51,240.00	491,540.00
LAND ACQUISITION REFINANCE	ART 32, 2000	12/19/12		96,395.00	88,870.00	86,070.00	83,270.00	80,470.00	77,670.00	676,770.00
LAND ACQUISITION	ART 12, 2001	10/15/06	1,100,000	80,440.00	78,145.00	71,032.50	68,983.75	66,907.50	64,803.75	667,885.00
LAND ACQUISITION	ART 23, 2002	10/15/06	100,000	10,200.00	-	-	-	-	-	10,200.00
16 PEARSON ST	ART 3A, 2007	12/1/07	455,000	34,625.01	33,656.26	32,656.26	31,687.51	30,734.38	29,750.00	308,409.42
18 PEARSON ST	ART 4A, 2007	12/1/07	390,000	28,350.00	27,575.00	26,775.00	26,000.00	25,237.50	24,450.00	268,587.50
37 PEARSON ST	ART 5A, 2007	12/1/07	505,000	35,437.51	34,468.76	33,468.76	32,500.01	31,546.88	30,562.50	335,734.43
15 BLANCHARD ST	ART 51, 2007	12/1/07	2,100,000	153,168.75	149,100.00	144,900.00	140,831.25	136,828.13	132,693.76	1,564,893.81
LAND ACQUISITION	ART 12, 2001	2/24/11	100,000	7,775.00	7,625.00	7,425.00	7,225.00	7,025.00	6,825.00	91,293.76
LAND ACQUISITION FOSTERS POND	ART 55, 2010	2/24/11	220,000	15,987.50	15,687.50	15,287.50	14,887.50	14,487.50	14,087.50	199,150.00
LAND ACQUISITION BLANCHARD ST	ART B1, 2011	2/24/11	290,000	23,543.76	23,093.76	22,493.76	21,893.76	21,293.76	20,693.76	282,381.38
LAND ACQUISITION CHANDLER RD	ART 33, 2013	3/6/14	775,000	69,150.00	67,150.00	65,150.00	63,150.00	61,150.00	59,150.00	942,437.50
TOTAL LAND ACQUISITION				620,562.53	589,111.28	566,998.78	545,268.78	528,720.65	511,926.27	5,839,282.80
LANDFILL										
LANDFILL CLOSURE	ART 44, 1999	10/15/06	500,000	34,162.50	33,206.25	32,287.50	31,356.25	30,412.50	29,456.25	298,868.75
LANDFILL	ART 44, 1999	12/22/11	300,000	21,937.50	21,487.50	20,962.50	20,362.50	19,912.50	19,462.50	296,362.55
LANDFILL	ART 44, 1999	12/22/11	300,000	21,937.50	21,487.50	20,962.50	20,362.50	19,912.50	19,462.50	296,362.55
LANDFILL	ART 44, 1999	12/22/11	100,000	7,312.50	7,162.50	6,987.50	6,787.50	6,637.50	6,487.50	98,787.55
LANDFILL	ART 44, 1999	12/22/11	100,000	7,312.50	7,162.50	6,987.50	6,787.50	6,637.50	6,487.50	98,787.55
LANDFILL	ART 44, 1999	3/6/14	200,000	17,512.50	17,012.50	16,512.50	16,012.50	15,512.50	15,012.50	245,487.50
DEPARTMENTAL EQUIPMENT	ART 02, 2008	2/15/10	973,000	126,600.00	121,800.00	#VALUE!	-	-	-	248,400.00
DEPARTMENTAL EQUIP	ART 23, 2011	12/22/11	300,000	60,900.00	-	-	-	-	-	60,900.00
REC PARK LIGHTING	ART 48, 2008	2/15/10	100,000	11,050.00	10,650.00	10,250.00	-	-	-	31,950.00
CLOSING LANDFILL	ART 44, 1999	6/19/15	700,000	58,187.50	57,137.50	55,737.50	54,337.50	52,937.50	51,537.50	887,337.50
TOTAL LANDFILL				366,912.50	297,106.25	170,687.50	156,006.25	151,962.50	147,906.25	2,563,243.95
TOTAL GENERAL FUND NON-EXEMPT				4,866,877.12	4,468,666.37	4,172,155.12	3,733,666.37	3,455,983.55	3,339,622.60	44,266,862.89
GRAND TOTAL				13,823,846.29	12,508,902.92	11,956,778.30	11,312,996.28	10,658,843.07	9,824,609.02	125,954,860.94

**TOWN OF ANDOVER, MASSACHUSETTS
ANALYSIS OF BONDS AUTHORIZED AND UNISSUED
AS OF JUNE 30, 2016**

ARTICLE	PROJECT NAME	AUTHORIZATION JULY 1, 2015	NEW			REMAINING AUTHORIZATION JUNE 30, 2016
			AUTHORIZATIONS FY2016	BONDING	RESCIND	
SEWER ENTERPRISE						
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
WATER ENTERPRISE						
ART 44 2011	WTP VARIABLE SPEED PUMP (Split Funding)					-
ART 36 2012	WATER PLANT BACKWASH TANK	300,000				300,000
ART 38 2015	WATER MAIN REPLACEMENT	1,700,000				1,700,000
ART 41 2016	WATER MAIN REPLACEMENT		1,000,000			1,000,000
ART 44 2016	WATER STORAGE TANKS REPLACEMENT		1,450,000			1,450,000
						-
		2,000,000	2,450,000	-	-	4,450,000
GENERAL GOVERNMENT						
ART 44 1999	LANDFILL CLOSURE					-
ART 31 2008	LANDFILL CLOSURE	7,370,000		675,000		6,695,000
	(Note: Ledge Rd Stabilization Fund # 6503)	7,370,000	-	675,000	-	6,695,000
SCHOOL						
ART 59 2009	BANCROFT FEASIBILITY STUDY	363,000				363,000
ART 3A 2010	BANCROFT SCHOOL PROJECT	15,596,751				15,596,751
ART 1 2013 STM	BANCROFT SCHOOL PROJECT #2	1,085,802				1,085,802
ART 17 2011	WEST MIDDLE SCHOOL GREEN REPAIR	595,000			595,000	-
ART 39 2015	SCHOOL BUILDING MAINTENANCE & IMPROVE	455,000				455,000
ART 40 2015	SCHOOL SITE IMPROVEMENTS (HOLD)	319,000				319,000
ART 29 2016	COLLINS CENTER FAÇADE		2,000,000			2,000,000
ART 34 2016	SCHOOL BUILDING MAINTENANCE & IMPROVE		500,000			500,000
ART 30 2016	LOVELY FIELD TURF REPLACEMENT		500,000			500,000
						-
		18,414,553	3,000,000	-	595,000	20,819,553
ROAD AND DRAINAGE						
ART 45 2015	WOBURN ST SIDEWALK CONSTRUCTION	113,000				113,000
ART 62 2015	RIVER ST SIDEWALK CONSTRUCTION	301,000				301,000
ART 44 2015	MINOR STORM DRAIN IMPROVEMENTS	300,000				300,000
		-				-
		714,000	-	-	-	714,000
CONSERVATION AND LAND ACQUISITION						
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
TECHNOLOGY						
ART 22 2012	TECHNOLOGY AND INFRASTRUCTURE	300,000				300,000
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000				200,000
ART 38 2015	SAFETY & SECURITY UPGRADES	600,000				600,000
		1,100,000	-	-	-	1,100,000
TOWN BUILDINGS						
ART 46 2015	TOWN BUILDING AND FACILITY MAINTENANCE	1,200,000				1,200,000
ART 28 2016	TOWN BUILDING AND FACILITY MAINTENANCE		700,000			700,000
ART 57 2016	MEMORIAL PLAYSTEAD PLAYGROUND		120,000			120,000
						-
		1,200,000	820,000	-	-	2,020,000
MISCELLANEOUS						
ART 26 2016	DPW VEHICLES		350,000			350,000
ART 27 2016	FIRE APPARATUS		575,000			575,000
						-
		-	925,000	-	-	925,000
TOTAL GENERAL GOVERNMENT		29,998,553	4,745,000	675,000	595,000	33,473,553
GRAND TOTAL		34,548,553	7,195,000	675,000	595,000	40,473,553

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

**STATEMENT FOR TWELVE MONTHS ENDING JUNE 30, 2016
CAPITAL ACCOUNT
SUMMARY OF TRANSACTIONS**

	<u>1-Jul-2015</u>		<u>30-Jun-2016</u>
Money Market Fund CBPF	\$ 52,288	Money Market Fund (CBPF)	\$ 37,455
Securities @ Book	\$ 158,777	Securities @ Book	\$ 170,762
Bonds @ Book	\$ 75,464	Bonds @ Book	\$ 75,238
Checking Account	\$ 113	Checking Account	\$ 932
Money Market w/d in mail	\$ 5,000	Change in Cost Basis of Bonds	\$ 226
Change in Cost Basis of Bonds			
	<u>\$ 291,642</u>	Change 2015-2016	
		<u>\$ (7,029)</u>	<u>\$ 284,613</u>

OPERATING ACCOUNTS

(RESERVE FUND & CASH ACCOUNTS)

INCOME

Capital Gains - MFs	\$ -
Gain/(Loss) - Sale of Securities	\$ 5,278
Stock Dividends - Foreign	\$ 1,154
Dividends Received	\$ 5,865
Interest Received-Bonds/Notes	\$ 1,931
Interest Received-Broker/MM	\$ 3
Other income - cap.gain dist.	\$ -
Other income	\$ -
Foreign tax withheld	\$ -
Income Total	<u>\$ 14,231</u>

EXPENSES

Foreign Taxes - paid	
Andover High School Projects 2015-2016	
Indonesian Silk Painting	\$ 921
Success Academy	\$ 3,000
Steps to College Success	\$ 2,500
Engineering/3D Printer	\$ 1,355
Ebrary (e books)	\$ 1,499
Robotics	\$ 1,250
Student to Student	\$ 1,995
Art All State	\$ 500
Mass Music Educ. Ass'n.	\$ 1,800
Forensic Science	\$ 486
Summer Reading	\$ 1,592
Headphones/Music	\$ 399
Principal's Discretionary Fund	\$ 1,749
Total AHS Exp	<u>\$ 19,047</u>
Brokerage fees/taxes	\$ 1,711
Misc. Expense	\$ 108
Check order	\$ 26
Fee	\$ 165
Total Other Exp	<u>\$ 2,009</u>
Expense Total	<u>\$ 21,057</u>
Net Income	<u>\$ (6,826)</u>

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

<u>WARRANT ARTICLE NO. & DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATTY. GENERAL APPROVED</u>
17. FY 2017 Creation of School Dept. Revolving Account	Approved	
18. Elderly/Disabled Transportation Program - \$12,000	Approved	
19. Support for Civic Events - \$5,000	Approved	
20. Spring Grove Cemetery Maintenance - \$6,000	Approved	
21. Free Cash to Bond Premium Stabilization Account - \$268,000	Approved	
22. Free Cash to OPEB Trust Fund	Withdrawn	
23. Insurance Recovery Transfer- \$21,355.75	Approved	
24. Stabilization Fund Bond Premium - \$100,000	Approved	
25. Ledge Road Landfill Stabilization Fund - \$3,043,556	Approved	
26. Public Works Vehicles – \$350,000	Approved	
27. Fire Apparatus Engine - \$575,000	Approved	
28. Town Building and Facility Maintenance - \$700,000	Approved	
29. Collins Center Façade Replacement - \$2,000,000	Approved	
30. Lovely Field Turf Replacement - \$500,000	Approved	
31. Acquisition of 5 Campanelli Drive - \$2,250,000	Approved	

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

<u>WARRANT ARTICLE NO. & DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATTY. GENERAL APPROVED</u>
32. Municipal Services Facility Design - \$900,000	Approved	
33. Home Rule Legislation – Municipal Services Facility Mitigation Fund	Approved	
34. School Building Maintenance and Renovation - \$500,000	Approved	
35. 1:1 Student Learning Initiative - \$400,000	Approved	
36. Elementary School Projectors - \$200,000	Approved	
37. Annual Computer Workstation & Laptop Replacement Program - \$393,789	Approved	
38. Town and School Energy Initiatives - \$400,000	Approved	
39. Water & Sewer Vehicles - \$33,000	Approved	
40. In Town Independent Living Overlay District	Withdrawn	
41. Major Water Main Replacement Projects - \$1,500,000	Approved	
42. Water Treatment Plant GAC Replacement - \$250,000	Approved	
43. Water Treatment Plant Maintenance - \$300,000	Approved	
44. Water Storage Tanks Rehabilitation - \$1,450,000	Approved	
45. Water Treatment Plant Window Replacement - \$80,000	Approved	
46. Transfer of Land to Conservation Commission	Approved	

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

<u>WARRANT ARTICLE NO. & DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATTY. GENERAL APPROVED</u>
47. Ballardvale Engine House Improvements	Defeated	
48. Create SRA -1 Zoning District	Withdrawn	
49. Amend Zoning Map – SRA-1 Zoning District	Withdrawn	
50. Street Acceptance	Approved	
51. Acceptance and Taking of Granli Drive	Approved	
52. Tax Increment Financing Agreement	Approved	
53. Restaurant Amendment – Amend Zoning Bylaw – Section 10.0 Definitions	Approved	May 16, 2016 Posted May 24, 2016
54. General Bylaw Amendment – Contract Scoring	Withdrawn	
55. Deyermund Park Ball Field Lighting - \$275,000	Approved	
56. Tewksbury Street Sidewalks - \$632,000	Defeated	
57. Memorial Playstead Playground - \$120,000	Approved	
58. Petition the Legislature – Elimination of Sub-Precinct 9-A	Approved	
59. Limited Property Tax Relief for Certain Elder Citizens	Defeated	

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

ANNUAL TOWN MEETING WARRANT

Agreeably to a Warrant signed by the Selectmen on April 4, 2016, to notify and warn the Inhabitants of said Town who are qualified to vote in Town Affairs to meet and assemble at the J. Everett Collins Center Auditorium, Andover High School, Shawsheen Road, in said Andover, on

MONDAY, THE SECOND DAY OF MAY, 2016

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

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

Ronald Bertheim, Constable
April 5, 2016

ANNUAL TOWN MEETING

MAY 2, 2016

The check lists were used at the entrance and Seven Hundred and Fifty Four (754) voters admitted to the meeting on the first night of the meeting.

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

The American Legion Post 8 presented and posted the Colors

The Pledge of Allegiance to the Flag was led by Mary O'Donoghue, Chair of the Board of Selectmen.

The Song "America," written by Samuel Francis Smith in Andover was sung by Andover High School Senior Daniel Webber.

The invocation was given by Reverend Katrina Wuensch, West Parish Church

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

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Upon motion made and duly seconded it was VOTED to admit non-voters to the meeting, some of whom may be speaking. Eighty Seven (87) non-voters were admitted during the first night of the meeting.

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

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

The Moderator announced the voting sections of the Hall.

The Moderator introduced the stage participants to meeting members.

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

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

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

The Moderator then took up the Warrant.

Annual Town Election

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

The Town Clerk reported the following were elected:

Moderator	One For One Year	Sheila M. Doherty 9 Juniper Road
Board of Selectmen	Two For Three Years	Paul J. Salafia 283 South Main Street Alex J. Vispoli 7 Alison Way
School Committee	Two For Three Years	Paul D. Murphy 6 School Street Shannon I. Scully 34 School Street

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Andover Housing Authority	One For Five Years	Daniel T. Grams 28 Corbett Street
Trustees of the Punchard Free School	One For Three Years	Steven R. Pekock 109 Chestnut Street

Election Not Required by Ballot

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

On request of the Town Clerk

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

Salaries of Elected Officials

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

On request of the Town Clerk

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

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

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

Finance Committee Report: Approval as to all

FY-2017 Budget

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

ARTICLE 4. To see if the Town will vote to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 2016 and ending June 30, 2017, or take any other action related thereto.

On request of the Town Manager

The FY 2017 Budget was presented and Line Items moved as follows. A motion to amend Line Item 6 Municipal Services Other Expenses from \$5,927,979 to \$5,827,979 was Defeated. The FY 2017 Budget was approved as follows:

LINE ITEM	DEPARTMENT	APPROVED FY 2017
----------------------	-------------------	-------------------------

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

	PUBLIC SAFETY	
1	PERSONAL SERVICES	14,327,319
2	OTHER EXPENSES	<u>1,617,864</u>
	TOTAL	15,945,183

Includes \$210,000 - parking receipts, \$75,000 - detail fees, and \$1,250,000 - ambulance collections

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for GENERAL GOVERNMENT/IT/CD&P by a Majority Vote:

	GENERAL GOVERNMENT/IT/CD&P	
3	PERSONAL SERVICES	5,607,901
4	OTHER EXPENSES	<u>2,170,854</u>
	TOTAL	7,778,755

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

Finance Committee Report: Approval

Selectmen Report: Approval

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

	MUNICIPAL SERVICES	
5	PERSONAL SERVICES	5,198,929
6	OTHER EXPENSES	<u>5,927,979</u>
	TOTAL	11,126,908

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Includes \$52,000 in rental receipts; \$46,000 cemetery revenue and \$8,000 Andover Youth Foundation Gift.

Finance Committee Report: Approval
Selectmen Report: Approval

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

	LIBRARY	
7	PERSONAL SERVICES	1,996,922
8	OTHER EXPENSES	<u>671,575</u>
	TOTAL	2,668,497

Finance Committee Report: Approval
Selectmen Report: Approval

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

	COMMUNITY, YOUTH & ELDER SERVICES	
9	PERSONAL SERVICES	1,419,478
10	OTHER EXPENSES	<u>523,570</u>
	TOTAL	1,943,048

Includes \$550,000 and \$38,000 in user fees and \$59,000 in grants and \$22,000 Andover Youth Foundation Gift

Finance Committee Report: Approval
Selectmen Report: Approval

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

	UNCLASSIFIED EXPENSES	
11	COMPENSATION FUND	1,110,000
12	RESERVE FUND	<u>200,000</u>
	TOTAL	1,310,000

Finance Committee Report: Approval
Selectmen Report: Approval

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

13	ANDOVER SCHOOL DEPARTMENT	<u>76,099,203</u>
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ANNUAL TOWN MEETING – MAY 2 & 3, 2016

TOTAL 76,099,203

Finance Committee Report: Approval
Selectmen Report: Approval
School Committee Report: Approval

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

SEWER		
14	PERSONAL SERVICES	297,869
15	OTHER EXPENSES	<u>2,394,092</u>
	TOTAL	2,691,961

Finance Committee Report: Approval
Selectmen Report: Approval

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

WATER		
16	PERSONAL SERVICES	1,910,789
17	OTHER EXPENSES	<u>3,067,745</u>
	TOTAL	4,978,534

Finance Committee Report: Approval
Selectmen Report: Approval

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

18	TECHNICAL SCHOOLS	<u>610,000</u>
	TOTAL	610,000

Finance Committee Report: Approval
Selectmen Report: Approval

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

FIXED EXPENSES		
19	DEBT SERVICE	14,790,395
20	GENERAL INSURANCE	783,831
21	UNEMPLOYMENT COMPENSATION	160,000
22	RETIREMENT FUND	8,360,984
23	HEALTH INSURANCE FUND	17,905,037

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

24	OPEB FUND	1,127,572
	TOTAL	43,127,819
Includes \$479,561 from Cable Funds		
Finance Committee Report: Approval		
Selectman Report: Approval		
	GRAND TOTAL	168,279,908
	<i>less dedicated Revenues</i>	<u>(2,814,561)</u>
	NET TOTAL	165,465,347

2016 ANNUAL TOWN MEETING SPECIAL ARTICLES

SPECIAL ARTICLES FROM FREE CASH

Article 21	To Bond Premium Stabilization Fund	\$ 268,000.00
Article 31	Acquisition of 5 Campanelli Drive	\$2,250,000.00
Article 35	1:1 Student Learning Initiative	\$ 400,000.00
Article 36	Elementary School Projectors	\$ 200,000.00
Article 38	Town and School Energy Initiatives	\$ 400,000.00
Article 55	Deyermont Park Ball Field Lighting	<u>\$ 275,000.00</u>
	TOTAL	\$3,793,000.00

SPECIAL ARTICLES – TRANSFER OF FUNDS

Article 20	From Spring Grove Cemetery Perpetual Care Reserve Account for the purpose of Cemetery Maintenance and all other costs incidental and related thereto	\$ 6,000.00
Article 23	From the Insurance Proceeds in Excess of \$20,000 Account to the Municipal Building/ Insurance Fund	\$ 21,355.75
Article 24	From the Bond Premium Stabilization Fund To the General Fund	\$ 100,000.00
Article 25	From the Ledge Road Landfill Stabilization Fund To be used to fund the Ledge Road Landfill Closure	\$3,043,556.00
Article 37	From the Cable Franchise Fee Account for the purpose of leasing Town and School administrative and teacher computer workstations and laptops	<u>\$ 274,782.00</u>
	TOTAL	\$3,445,693.75

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SPECIAL ARTICLES – RESCIND BOND AUTHORIZATIONS

Article 11G	Article 17, 2011 Annual Town Meeting - West Middle School Green Repairs	\$ 595,000.00
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SPECIAL ARTICLES – GENERAL FUND BORROWING

Article 26	Public Works Vehicles	\$ 350,000.00
Article 27	Fire Apparatus Engine	\$ 575,000.00
Article 28	Town Building and Facility Maintenance	\$ 700,000.00
Article 29	Collins Center Façade Replacement	\$2,000,000.00
Article 30	Lovely Field Turf Replacement	\$ 500,000.00
Article 34	School Building Maintenance and Renovation	\$ 500,000.00
Article 41	Water Main Replacement Projects	\$1,000,000.00
Article 44	Water Storage Tanks Rehabilitation	\$1,450,000.00
Article 57	Memorial Playstead	<u>\$ 120,000.00</u>
	TOTAL	\$7,195,000.00

WATER ENTERPRISE FUND

Article 43	Water Treatment Plant Maintenance	\$ 300,000.00
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SPECIAL ARTICLES – CHAPTER 44 SEC. 53 ½ REVOLVING ACCOUNTS

Article 16A	Community Development & Planning Department	\$ 20,000.00
Article 16B	Memorial Hall Library – Lost/Damaged Materials	\$ 20,000.00
Article 16C	Health Clinic	\$ 60,000.00
Article 16D	Division of Community Services	\$ 625,000.00
Article 16E	Division of Youth Services	\$ 400,000.00
Article 16F	Field Maintenance	\$ 100,000.00
Article 16G	Division of Elder Services	\$ 225,000.00
Article 16H	Police Communications	\$ 50,000.00
Article 16I	School Photocopy Fees	\$ 10,000.00
Article 16J	Compost Program	\$ 60,000.00
Article 16K	Solid Waste	\$ 40,000.00
Article 16L	Stormwater Management	\$ 5,000.00
Article 16M	Fire Rescue	\$ 100,000.00
Article 16N	Health Services	\$ 75,000.00
Article 16O	Cable TV	<u>\$ 1,150,000.00</u>
	TOTAL	\$ 2,940,000.00

SPECIAL ARTICLES FROM TAXATION

Article 5	Capital Projects Fund Appropriation	\$ 2,540,000.00
Article 15	Jerry Silverman Fireworks	\$ 14,000.00
Article 18	Elderly/Disabled Transportation Program	\$ 12,000.00

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Article 19	Support for Civic Events	\$ 5,000.00
Article 32	Municipal Services Facility Design	\$ 900,000.00
Article 37	Annual Computer Workstation & Laptop Replacement	<u>\$ 119,007.00</u>
	TOTAL	\$ 3,590,007.00

SPECIAL ARTICLES FROM WATER RESERVES

Article 39	Water Vehicles	\$ 33,000.00
Article 41	Water Main Replacement Projects	\$ 500,000.00
Article 42	Water Treatment Plant GAC Replacement	\$ 250,000.00
Article 45	Water Treatment Plant Window Replacement	<u>\$ 80,000.00</u>
	TOTAL	\$ 863,000.00

A true record
ATTEST

Lawrence J. Murphy
Town Clerk

FY-2017 Capital Projects Fund Appropriation

ARTICLE 5. To see if the Town will vote to raise by taxation and appropriate the sum of \$2,540,000 for the purpose of funding the Fiscal Year 2017 appropriation for the Capital Projects Fund, or take any other action related thereto.

On request of the Town Manager

It was moved and duly seconded to approve Article 5 as printed in the Warrant.

It was moved and duly seconded to amend the Main Motion to Add

“and by transfers in the amounts respectively of:

- \$3,500.00 from Article 88 of the 1999 Annual Town Meeting (sidewalk)
- \$46,482.27 from Article 83 of the 1999 Annual Town Meeting (sidewalk)
- \$71,174.95 from Article 70 of the 2000 Annual Town Meeting (sidewalk)
- \$276,691.00 from Article 49 of the 2008 Annual Town Meeting (Town buildings)
- \$20,000 from the Spring Grove Cemetery Perpetual Care reserve account (Cemetery)”

After the word “taxation” and before the word “for.”

A simple Majority vote required for passage of the motion to amend, the Moderator declared the motion to amend FAILED.

VOTE: A simple majority required for passage of the Main Motion, the Moderator declared the Main Motion as originally brought PASSED by a Majority vote.

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

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

Budget Transfers

ARTICLE 6. To see if the Town will vote to transfer from amounts previously appropriated at the 2015 Annual Town Meeting as authorized by MGL Chapter 44, Section 33B, or take any other action related thereto.

On request of the Finance Director

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

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

Supplemental Budget Appropriations

ARTICLE 7. To see if the Town will vote to transfer from available funds a sum of money to supplement appropriations voted at the May 2015 Annual Town Meeting, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to Withdraw Article 7 from the Warrant.

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

Stabilization Fund

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

On request of the Town Manager

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

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

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Free Cash

ARTICLE 9. To see what amount the Town will vote to permit the Assessors to use in Free Cash to reduce the Fiscal Year 2017 tax rate and to affect appropriations voted at the 2016 Annual Town Meeting, or take any other action related thereto.

On request of the Finance Director

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

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

Unexpended Appropriations

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

On request of the Finance Director

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

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

General Housekeeping Articles

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

A. **Grant Program Authorization**

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

On request of the Town Manager

B. **Road Contracts**

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

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

On request of the Town Manager

C. Town Report

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

On request of the Town Manager

D. Property Tax Exemptions

To see if the Town will vote to accept the provisions of Section 4, Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 to allow an additional property tax exemption for Fiscal Year 2017 for those persons who qualify for property tax exemptions under Massachusetts General Laws Chapter 59, Section 5, or take any other action related thereto.

On request of the Board of Assessors

E. Contracts in Excess of Three Years

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

On request of the Town Manager

F. Accepting Easements

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

On request of the Town Manager

G. Rescinding of Bond Authorizations

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

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

On request of the Finance Director

It was moved and duly seconded to approve the consent agenda, Articles 11A through 11F as printed in the Warrant.

The Moderator asked if there was any objection. A hold was placed on article 11.E. Contracts in Excess of Three Years.

The Moderator called for a vote on Articles 11. A, B, C, D & F.

VOTE on Articles 11. A, B, C, D & F: A simple majority required for passage, the Moderator declared the Motion PASSED by a Majority vote.

It was moved and duly seconded to amend the Main Motion for Article 11.E. to insert after the words “as appropriate,” “as long as any such contract authorized herein shall be posted in its entirety on the Town Website within 15-days of signing by all parties,” and before the words “or take any other action related thereto.”

A simple Majority vote required for passage of the motion to amend, the Moderator declared the motion to amend PASSED.

VOTE on Article 11.E: A simple majority required for passage of the Main Motion, as Amended, the Moderator declared the Main Motion as amended PASSED by a Majority vote.

It was moved and duly seconded under Article 11.G. to rescind the \$595,000 authorized to be borrowed to pay costs of the West Middle School green repairs, which amount represents the balance of the total amount authorized to be borrowed for this project by vote of the Town under Article 17 of the Warrant at the 2011 Annual Town Meeting, and which is no longer needed to complete that project.

VOTE on Article 11.G: A simple majority required for passage, the Moderator declared the Motion PASSED by a Majority vote.

Finance Committee Report: Approve Articles 11.A, B, D, E, F & G. - no report on amendment to Article 11.E

Board of Selectmen Report: Approve Articles 11.A through G. - no report on amendment to Article 11.E.

School Committee Report: Approve Articles 11.A & E. - no report on amendment to Article 11.E.

Granting Easements

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

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

On request of the Town Manager

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

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Unpaid Bills

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

On request of the Town Accountant

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

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

Chapter 90 Authorizations

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

On request of the Town Manager

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

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

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Jerry Silverman Fireworks

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

On request of the Town Manager

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

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

FY-2017 Revolving Accounts

ARTICLE 16. To see if the Town will vote to authorize the following revolving funds for certain Town departments under Massachusetts General Laws, Chapter 44, Section 53E½ for the fiscal year beginning July 1, 2016, or take any other action related thereto:

Revolving Fund	Authorized to Spend	Use of Fund	Revenue Source	FY-2016 Limit
A. Community Development & Planning Department	<ul style="list-style-type: none">• Division Heads	Advertising legal hearing notice expenses for permit applications	Applicant Fees	\$20,000
B. Memorial Hall Library-Lost/Damaged Materials	MHL Director	Replacement of lost/damaged library materials	Restitution payments /charges to borrower or patron	\$20,000
C. Health Clinic	Public Health Director	Clinic supplies and other expenses	Clinic participant fees	\$60,000

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D. Division of Community Services	Community Services Director	Trips, ticket sales and special programs and activities	Participant fees	\$625,000
E. Division of Youth Services	Youth Services Director	All programs and activities expenses, part-time help	Participant fees	\$400,000
F. Field Maintenance	Plant and Facilities Director	Field maintenance, upgrade and related expenses	Field rental fees	\$100,000
G. Division of Elder Services	Elder Services Director	Senior programs, classes and activities	Participant fees	\$225,000
H. Police Communications	Chief of Police	Maintenance and purchase of public safety radio and antennae equipment	Lease agreements for antenna users	\$50,000
I. School Photocopy Fees	School Dept.	Photocopy Center Costs	External Private Groups	\$10,000
J. Compost Program	Municipal Services – Plant & Facilities Director	Offset Compost Monitoring and Cleanup Expenses	Contractor permit fees, revenues from sale of compost	\$60,000
K. Solid Waste	Municipal Services – Public Works Director	Offset Trash & Recycling Costs	CRT, HHW & Trash fees	\$40,000
L. Stormwater Management	Planning Director	Consulting and environmental monitoring of Stormwater Management applications and permits	Applicant	\$5,000
M. Fire Rescue	Fire Chief	Training and Equipment	Service Fees	\$100,000
N. Health Services	Public Health Director	Health Dept. Inspections	Inspection Fees	\$75,000
O. Cable TV	Finance Director	Cable Access TV Equipment, Debt Service, Lease Payments	Cable Fees	\$1,150,000

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

On request of the Finance Director

Upon motion made and duly seconded it was VOTED that Article 16A through O – Revolving Accounts, be approved as printed in the Warrant.

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

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

FY 2017 Creation of School Dept. Revolving Account

ARTICLE 17. To see if the Town will vote to accept the provisions of Massachusetts General Law Section 71E, Chapter 71 to allow all moneys received by the School Department in connection with the conduct of academic summer school programs, including, but not limited to continuing education and on-line academic programs, or take any other action related thereto.

On request of the School Department

Upon motion made and duly seconded it was VOTED to approve Article 17 as printed in the Warrant.

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

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

Elderly/Disabled Transportation Program

ARTICLE 18. To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$12,000 for the purpose of continuing to provide for an elderly and disabled transportation subsidy program, or take any other action related thereto.

On request of the Council on Aging

Upon motion made and duly seconded it was VOTED to approve Article 18 as printed in the Warrant.

VOTE: A simple majority required for passage, the Moderator declared the Motion Passed

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

by a Majority vote.

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Support for Civic Events

ARTICLE 19. To see if the Town will vote to appropriate and raise by taxation or transfer from available funds a sum not to exceed \$5,000 for the purpose of paying a portion of the municipal costs associated with civic events in the downtown, or take any other action related thereto.

On request of the Town Manager

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

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Spring Grove Cemetery Maintenance

ARTICLE 20. To see if the Town will vote to transfer the sum of \$6,000 from the Spring Grove Cemetery Perpetual Care reserve account and appropriate the sum of \$6,000 for the purpose of cemetery maintenance including costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

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

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Free Cash to the Bond Premium Stabilization Fund

ARTICLE 21. To see if the Town will vote to transfer the sum of \$268,000 from Free Cash and appropriate to the Bond Premium Stabilization Fund for the purpose of paying principal and interest on non-exempt outstanding debt, or take any other action related thereto.

On request of the Finance Director

Upon Motion made and duly seconded it was VOTED to approve Article 21 as printed in the Warrant.

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Free Cash to OPEB Trust Fund

ARTICLE 22. To see if the Town will vote to transfer the sum of \$0 from Free Cash and appropriate to the Other Post Employment Benefits Trust Fund established under the provisions of Chapter 479 of the Acts of 2008, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to Withdraw Article 22 from the Warrant.

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

Insurance Recovery Transfer

ARTICLE 23. To see if the Town will vote to transfer the sum of \$21,355.75 from the Insurance Proceeds in Excess of \$20,000 Account and appropriate it to the Municipal Building/Insurance Fund, said sum being the amount received for insurance reimbursement, or take any other action related thereto.

On request of the Finance Director

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

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

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Stabilization Fund Bond Premium

ARTICLE 24. To see if the Town will vote to transfer the sum of \$100,000 from the Bond Premium Stabilization Fund to the General Fund to offset non-exempt debt interest payments, or take any other action related thereto.

On request of the Finance Director

Upon Motion made and duly seconded it was VOTED to approve Article 24 as printed in the Warrant.

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Ledge Road Landfill Stabilization Fund

ARTICLE 25. To see if the Town will vote to appropriate the sum of \$3,043,556 from the Ledge Road Landfill Stabilization Fund to be used to fund the Ledge Road Landfill closure, or take any action related thereto.

On request of the Finance Director

It was moved and duly seconded to approve Article 25 as printed in the Warrant.

It was moved and duly seconded to amend the Main Motion as follows: “Revise the amount to ‘1,165,000’ in the sentence.”

A simple Majority vote required for passage of the motion to amend, the Moderator declared the motion to amend FAILED.

VOTE: A 2/3 vote required for passage of the Main Motion, the Moderator declared the Main Motion as originally brought PASSED by a more than 2/3 vote.

Finance Committee Report: Approval
Board of Selectmen Report: Approval

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Public Works Vehicles

ARTICLE 26. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$350,000 for the purpose of purchasing public works vehicles, including any other costs incidental and related thereto, or to take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriate \$350,000 to pay costs of purchasing public works vehicles, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 7(9), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Fire Apparatus Engine

ARTICLE 27. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$575,000 for the purpose of purchasing a Fire Apparatus Engine, including any other costs incidental and related thereto, or to take any other action related thereto.

On request of the Fire Chief

Upon motion made and duly seconded it was VOTED that the Town appropriate \$575,000 to pay costs of purchasing a fire apparatus engine, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 7(9), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

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Town Building and Facility Maintenance

ARTICLE 28. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$700,000 for the purpose of paying the costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various town buildings and facilities, including any other costs incidental and related thereto, or to take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriate \$700,000 to pay costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various town buildings and facilities, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 7(3A), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Collins Center Façade Replacement

ARTICLE 29. To see if the Town will vote to appropriate \$2,000,000 for the purpose of paying costs of the replacement of the Collins Center Façade at the Andover High School located at 80 Shawsheen Road, and for the payment of all other costs incidental thereto; and that to meet this appropriation, authorize the Treasurer, with the approval of the Board of Selectmen, to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (3A) of the Massachusetts General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriate \$2,000,000 to pay costs of the replacement of the Collins Center Façade at the Andover High School located at 80 Shawsheen Road, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 7(3A), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

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

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

Lovely Field Turf Replacement

ARTICLE 30. To see if the Town will vote to appropriate \$500,000 for the purpose of paying costs related to the replacement of turf at Lovely Field at Andover High School located at 80 Shawsheen Rd, and for the payment of all other costs incidental and related thereto; and that to meet this appropriation, authorize the Treasurer, with the approval of the Board of Selectmen, to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (25) of the Massachusetts General Laws, or any other enabling authority, and issue bonds or notes of the Town therefore, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriate \$500,000 to pay costs related to the replacement of turf at Lovely Field at Andover High School located at 80 Shawsheen Rd, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 7(25), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

VOTE: A 2/3 vote required for passage the Moderator conducted a standing count and Declared the motion PASSED on a vote of 587 in favor to 12 opposed.

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

Acquisition of 5 Campanelli Drive

ARTICLE 31. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or any combination thereof and appropriate the sum of \$2,250,000 to pay the costs of the purchase of approximately 15.16 acres of land at 5 Campanelli Drive, and the private way known as Campanelli Drive shown as “Lot 3” and “Campanelli Drive” on a plan entitled “Definitive Subdivision Plan, River Road Business Center, Andover, Mass.,” dated February 5, 1986, drawn by Bradford Saivetz & Associates, Inc., which plan is recorded with the Essex North Registry of Deeds as Plan No. 10256, and which plan is on file with the Town Clerk’s Office and as further shown on Assessors Map 142, Lot 6, and to authorize the Selectmen to acquire the foregoing land by gift, option, purchase or eminent domain, upon terms and conditions deemed by the Board of Selectmen to be in the best interest of the Town and all other costs incidental and related thereto; or take any other action related thereto.

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to appropriate the sum of \$2,250,000 from Free Cash to pay the costs of the purchase of approximately 15.16 acres of land at 5 Campanelli Drive, and the private way known as Campanelli Drive shown as “Lot 3” and “Campanelli Drive” on a plan entitled “Definitive Subdivision Plan, River Road Business Center, Andover, Mass.,” dated February 5, 1986, drawn by Bradford Saivetz & Associates, Inc., which plan is recorded with the Essex North Registry of Deeds as Plan No. 10256, and which plan is on file with the Town Clerk’s Office and as further shown on Assessors Map 142, Lot 6, and to authorize the Selectmen to acquire the foregoing land by gift, option, purchase or eminent domain, upon terms and conditions deemed by the Board of Selectmen to be in the best interest of the Town and all other costs incidental and related thereto.

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

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

Municipal Services Facility Design

ARTICLE 32. To see if the Town will vote to raise by taxation, borrowing or transfer from available funds or by any combination thereof and appropriate the sum of \$900,000 for the purpose of paying for the design and engineering services for a new Municipal Services Facility, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to appropriate and raise by taxation the sum of \$900,000 for the purpose of paying for the design and engineering services for a new Municipal Services Facility, including any other costs incidental and related thereto.

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

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

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Home Rule Legislation- Municipal Services Facility Mitigation Fund

ARTICLE 33. To see if the Town will vote to authorize and request the Board of Selectmen to file home rule legislation that would authorize the creation of a special account into which all revenue generated by the Town from the former Town Yard off Lewis Street, including without limitation proceeds from the sale or lease of land, tax revenues from the site, tax revenue from future development on the site, permit revenues and application revenues may be placed and further said legislation would authorize payment without further appropriation from the account to retire the bonded indebtedness or other expenses related to the acquisition, maintenance and operation by the Town of the site of a new Municipal Services Facility, or take any action or related thereto.

On request of the Town Manager

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

VOTE: A simple majority required for passage, but the motion calling for Home Rule Legislation, the Moderator conducted a standing count and declared the motion PASSED on a vote of 461 in favor to 0 opposed.

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

At 10:06PM on Motion of Town Counsel Thomas J. Urbelis duly made and seconded, it was VOTED by a Majority vote to adjourn the meeting to May 3, 2016 at the same hour and place.

ANNUAL TOWN MEETING - SECOND SESSION – May 3, 2016

The check lists were used at the entrance and Seven Hundred and Forty (740) voters admitted to the meeting on the second night of the meeting.

Sheila M. Doherty, Moderator, called the meeting to order at 7:02 P.M.

Upon motion made and duly seconded it was VOTED to admit non-voters to the meeting, some of whom may be speaking. Ninety Nine (99) non-voters were admitted during the second night of the meeting.

Awards and Recognitions:

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Former School Committee members Ann Gilbert and Paula Colby-Clements were recognized by School Committee Chair Joel Blumstein for their service. Ms. Gilbert served 7 years and Ms. Coby-Clements served 6 years on the School Committee.

John Hess was the recipient of the Virginia Cole Community Service Award In recognition of his service to the Town as a former Selectman, his active membership in Avis, Memorial Hall Library Trustee, Andover Historical Society and his leadership in opposition to the Kinder-Morgan Gas Pipeline project. Mr. Hess was introduced by Moderator Sheila Doherty. The award was presented by Mary O'Donoghue, Chair of the Board of Selectmen and Joel Blumstein, Chair of the School Committee.

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

The Moderator asked that all cell phones should be silenced and that no smoking, food or drink was permitted in the Auditorium.

The Moderator announced the voting sections of the Auditorium.

The Moderator introduced the stage participants to meeting members.

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

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

The Moderator then took up the Warrant.

School Building Maintenance and Renovation

ARTICLE 34. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$500,000 for the purpose of paying the costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various school buildings and roofs, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriate \$500,000 to pay costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various school buildings and roofs, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 7(3A), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

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

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

1:1 Student Learning Initiative

ARTICLE 35. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$400,000 for the purposes of providing student computing devices, and associated technology infrastructure and software, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Chief Information Officer

Upon motion made and duly seconded it was VOTED to appropriate the sum of \$400,000 from Free Cash for the purposes of providing student computing devices, and associated technology infrastructure and software, including any other costs incidental and related thereto.

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

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

Elementary School Projectors

ARTICLE 36. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$200,000 for the purposes of providing Elementary School Projectors, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Chief Information Officer

Upon motion made and duly seconded it was VOTED to appropriate the sum of \$200,000 from Free Cash for the purposes of providing Elementary School Projectors, including any other costs incidental and related thereto.

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

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

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

Annual Computer Workstation & Laptop Replacement Program

ARTICLE 37. To see if the Town will vote to raise by taxation and transfer from available funds (Cable Franchise Fee account) the sum of \$393,789 for the purpose of leasing Town and School administrative and teacher computer workstations and laptops, including any costs incidental and related thereto, or take any other action related thereto.

On request of the Chief Information Officer

Upon motion made and duly seconded it was VOTED to transfer from the Cable Franchise Fee Account and appropriate the sum of \$274,782 and to raise by taxation and appropriate the sum of \$119,007 for the purpose of leasing Town and School administrative and teacher computer workstations and laptops, including any costs incidental and related thereto.

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

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

Town and School Energy Initiatives

ARTICLE 38. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$400,000 for the purpose of paying the costs of various electrical, heating, ventilation and air conditioning replacements and upgrades to town and school facilities, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to appropriate the sum of \$400,000 from Free Cash for the purpose of paying the costs of various electrical, heating, ventilation and air conditioning replacements and upgrades to town and school facilities, including any other costs incidental and related thereto.

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

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

Water & Sewer Vehicles

ARTICLE 39. To see if the Town will vote to transfer \$33,000 from water reserves and appropriate the sum of \$33,000 for the purpose of purchasing water vehicles or to take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to approve Article 39 as printed in the Warrant.

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

In Town Independent Living Overlay District

ARTICLE 40. To see if the Town will amend Article VIII, Section 2.2. Overlay Districts of the Zoning Bylaw by adding at the end of Section 2.2, In-town Independent Living Overlay District and amend the Town of Andover Zoning Map, to establish an In-town Independent Living Overlay District as shown on a plan titled “Proposed Zoning In-town Independent Living Overlay District”, dated, January 19, 2016, as prepared by the Town of Andover, which plans are on file in the office of the Town Clerk and which are hereby made part of the Town Zoning Map.

8.10 IN-TOWN INDEPENDENT LIVING OVERLAY DISTRICT

8.10.1 Purpose.

The intent of this section is to allow flexibility in the development of parcels for housing for persons age 55 or older, with particular interest in meeting the needs of residents of Andover desiring to live independently in owner occupied housing close to downtown services. The objectives of this bylaw section are to achieve the following purposes:

1. To provide for the development and use of alternative housing for an aging population in accordance with the Town's Master Plan.
2. To provide housing options in proximity to existing services routinely used by an active senior population, including consideration of safe walking access.

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3. To promote housing style options that adapt to the needs of an aging population, including single floor living, low maintenance, energy efficiency, accessible bathrooms, or other features.
4. To preserve the residential character of Andover’s downtown neighborhoods by encouraging small scale, owner-occupied, over age 55 housing options that are carefully reviewed for design.
5. To encourage the creation of an increased number of housing ownership options for aging Andover residents available at a reasonable price.
6. To seamlessly integrate active, independent senior housing in existing neighborhoods.

8.10.2 Applicability.

The Planning Board may grant a special permit for one or more of the uses as described in Section 8.10. The In-Town Independent Overlay District (IILOD) bylaw shall allow the granting of permits until December 31, 2021 unless renewed and extended at Town Meeting. Special Permits covering a maximum of 100 dwelling units in total may be granted under the IILOD bylaw unless specifically increased by the Special Permit Granting authority due to the merits of a particular project.

Definitions.

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

Accessory Building – A building which is subordinate to and incidental to the principal building on a lot.

Dwelling unit (DU) – One or more living or sleeping rooms arranged for the use of one or more seniors living in a single independent living unit (excluding mobile homes and trailers). The intent of this definition for this section is to define a "home" with private sleeping quarters, bathrooms and cooking facilities rather than a dormitory or boarding arrangement of sleeping quarters.

In-town Independent Living Overlay District (IILOD) – A district comprised of any use or combination of uses as defined herein.

IILOD Dwelling Unit – A Dwelling Unit (DU) that conforms to the requirements of and permitted under this IILOD by-law. Private residential dwelling unit individually equipped with a minimum of a kitchen, bedroom, bathroom and living area. This type of housing is for independently functioning seniors over the age of 55.

IILOD Resident - A Resident of an IILOD Dwelling Unit shall be any person spending the majority of their days or nights in a dwelling for more than 8 weeks in any 52 week period.

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Immediate Family Member - the spouse, registered domestic partner or civil union partner, parent, child, sibling, cousin, niece, nephew, aunt or uncle of the owner of record.

Lot – an uninterrupted area of land in one ownership with definitive boundaries.

Permit Granting Authority – The permit granting authority shall be the Planning Board.

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

Senior household – Any household having at least one Senior.

8.10.3 Location.

The ILOD is an overlay district that is superimposed over the underlying zoning district(s), as shown on the Official Zoning Map on file in the Office of the Town Clerk. The ILOD includes all the lands designated on the plan titled, "Proposed In-town Independent Living Overlay District ", dated January 19, 2016, as prepared by and reviewed by the Town Engineer, which plans are on file in the Office of the Town Clerk and which are hereby made part of the Town Zoning Maps.

Types of Dwellings Permitted.

1. *Conversions.*

The Planning Board may grant a special permit for a conversion of an existing building for purposes of creating dwelling units for senior households subject to the following regulations:

- a. Within the ILOD, a single-family, multi-family or accessory building may be converted to one or more ILOD Dwelling Units;
- b. There shall be 7,500 square feet of lot area for each ILOD Dwelling Unit; and
- c. Building coverage may be expanded up to 20% of the existing square footage in order to accommodate design modifications to improve accessibility.

2. *New Construction.*

The Planning Board may grant a special permit for the construction of a new ILOD Dwelling Units for purposes of creating dwelling units for senior households subject to the following regulations:

- a. Within the ILOD, single family or multi-family units may be constructed on lots greater than 30,000 square feet;
- b. There shall be a minimum of 10,000 square feet of lot area for each ILOD Dwelling Unit;

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- c. There shall be a maximum of thirty dwelling units for each ten acre parcel;
 - d. There shall be a maximum of four dwelling units allowed in any one building;
 - e. Each ILOD application for new construction may contain an average of 2,000 square feet average per Dwelling Unit with a maximum of 2,250 for any one Dwelling Unit exclusive of garage, basement and attic space;
 - f. The Planning Board may reduce lot setbacks and frontage to 80% of the standard requirements if, in the Board's opinion, the proposal is consistent with the pre-existing setbacks of the immediate neighborhood, has minimal impact on abutters or the reduced setback is adjacent to open space such as conservation land or town owned property;
 - g. Adequate provision shall be made for interior aisles, roadways, driveways, visitors, and snow disposal;
 - h. All land not designated for roads, buildings, privately owned yards or common activity space shall be designated open space. Prior to the sale of any dwelling unit, the applicant shall submit a conservation restriction on the open space to the Planning Board for its review and approval. The conservation restriction shall name either the town, or a nonprofit such as the Andover Improvement Village Society, whose primary purpose is land conservation as approved by the Planning Board;
 - i. The lot shall be served by municipal sanitary sewer and water. In the event municipal sewer is not available, the lot shall be capable of supporting an on-site sewage disposal system.
 - j. Dwelling units shall be designed, oriented, and landscaped to maximize visual and audible privacy between units;
 - k. All ILOD Dwelling Units shall be separately deeded and recorded dwelling units, but an ILOD special permit does not grant any lot subdivision rights; and
 - l. Combining new construction dwelling units with conversion dwelling units shall be allowed if the Planning Board finds a particular project favorable and receives a positive recommendation by the Design Review Board.
3. *Non-conforming lots.*

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The Planning Board may grant a special permit modifying dimensional standards for the use of an existing non-conforming lot for purposes of creating an ILOD Dwelling Unit for a senior household.

- a. There shall be a minimum of 10,000 square feet, of which 80% of lot area shall be comprised of contiguous uplands, for each ILOD Dwelling Unit;
- b. The lot shall be served by municipal sanitary sewer and water. In the event municipal sewer is not available, the lot shall be capable of supporting an on-site sewage disposal system;
- c. There may not be more than one single-family dwelling on the lot;
- d. Each ILOD application for a non-conforming lot may contain a maximum of 2,000 square feet for any one Dwelling Unit exclusive of garage, basement and attic space;
- e. The Permit Granting Authority may establish frontage and setback requirements that are proportional, consistent and compatible with adjoining properties;
- f. If the non-conforming lot being considered for special permit under this subsection was created by subdividing an existing lot, any remaining lots shall conform to zoning; and
- g. That in the absence of a special permit, the use of an existing nonconforming lot would not be available for senior housing and that the modification of any dimensional requirements is necessary to accomplish the purpose and intent of this by-law.

8.10.5 Duration of Special Permit.

An ILOD Special Permit is granted for a period of two years from the date of its approval and shall lapse if substantial use or construction has not commenced by such date, except for good cause shown. In the event that substantial use or construction of a Special Permit issued has not commenced within two years of approval and no extensions have been granted, the number of dwelling units shall be added back into the number of unpermitted units, and become available to be permitted under this Section 8.10.

8.10.4 Dimensional Requirements, Requirements and Deed Restrictions.

1. *Density.* A special permit granted by the Planning Board shall meet the following minimum requirements:

Conversions: 7,500 square feet of lot area per dwelling unit.

New Construction: 30,000 square feet of lot area.

Nonconforming Lot: 10,000 square feet of lot area.

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2. *Maximum Unit Size.* Each ILOD application may contain an average of 2,000 square feet average per Dwelling Unit with a maximum of 2,250 for any one Dwelling Unit exclusive of garage, basement and attic space;
3. *Access and On-site Circulation.* Adequate on-site circulation shall be provided to and from the site, taking into consideration the adjacent sidewalks and streets and accessibility of the site and building(s) thereon for emergency vehicles.
4. *Public Safety.* There shall be sufficient site access for public safety vehicles.
5. *Landscaping.* Landscaping and screening is required to reduce visibility of parking areas and dumpster locations beyond the boundaries of the premises and to blend in to the neighborhood.
6. *Water.* The proposed development shall be supplied with an adequate water system approved by the Water Division, Fire Rescue and Board of Health.
7. *Waste Disposal.* The proposed development shall be connected to a municipal sewer system or an adequate sewage disposal system approved by the Andover Board of Health.
8. *Slopes.* The Planning Board may include within the special permit a waiver of Section 4.1.4.5 if in the Planning Board's opinion the provisions of Section 4.1.4.5.a. are satisfied.

8.10.5 Design Considerations.

Each project within the ILOD shall incorporate as many of the following design considerations in this section as possible. A meeting with the Design Review Board shall be required during the permitting process. The applicant shall receive a letter from the Design Review Board with recommendations that shall be considered by the Planning Board prior to a final approval of the special permit. The Design Review Board shall consider the following:

1. Site design, building design and layout for compatibility with the existing neighborhood within ¼ mile, specifically with regards to setback, massing, height, exterior style, entranceway, windows, building materials, and landscaping;
2. Site and building design that meets the specific needs of the aging population, including but not limited to, single level living for bedroom, bath, kitchen and living areas and/or safe access to multiple levels, low and/or shared maintenance costs, open space, sitting areas, walkable to services, and energy efficiency;

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3. The number of age restricted units on any one street and/or in any one neighborhood within a ¼ mile of the site;
4. The visual impact of parking, such that parking spaces are placed alongside yards, in rear yards, garages or existing driveways; and
5. Vehicular and pedestrian safety.

8.10.6 Parking.

Parking shall be provided as required by Appendix A, Table 3 Table of Off-Street Parking Requirements. However, the Planning Board may waive the construction of parking if it is demonstrated that it is not needed.

8.10.7 Deed Restrictions

1. *Age Restrictions.* All ILOD Dwelling Units shall require at least one Resident to have attained the age of 55 and no Resident shall be under the age of 18. Prior to issuance of the first building permit for a building, the applicant shall record a deed restriction, approved by Town Counsel, that all units shall require at least one Resident to have attained the age of 55, that no Resident of a ILOD Dwelling Unit shall be under the age of 18, the ILOD Dwelling Unit shall be owner occupied, and there may be no more than three Residents of an ILOD Dwelling Unit. An owner may apply to the Permit Granting Authority for the removal of the age restriction on their unit if they can demonstrate that they have been unable to sell their unit for at least 90% of assessed value despite consistent, commercially reasonable marketing efforts to sell the unit for at least 18 months. Before allowing for the removal of the age restriction on the unit, the Town of Andover shall have the option to purchase the unit at 90% of assessed value.
2. *Annual Reporting.* An affidavit of census stating the age and identity of all Residents of ILOD Dwelling Units during the previous year and signed by each owner individually or the organization of homeowners established for the management of the development shall be filed annually no later than the 15th day of January with the Building Inspector in a form acceptable to the building inspector. The Building Inspector may demand any other information necessary to ensure compliance with and enforce any required conditions of the Special Permit. Written notice of any violations of this section shall be given by the Building Inspector to the assessed owner of the property as soon as possible after detection of a violation or continuing violation. The cost of action for compliance shall be borne by the owner and/or operator of the premises.
3. *Ownership Restrictions.* All ILOD Dwelling Units are required to be occupied by an owner of record. Rental units are not permitted. In the case of death, divorce proceedings or other transfers of ownership, the ILOD Dwelling Unit may be non-owner occupied for a period of up to 12 months by an Immediate Family Member who was a Resident of the ILOD Dwelling Unit prior to the cause for transfer of ownership, as long

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as no rental monies are exchanged. In the case of extended hospital or facility care stays of the owner, a non-owner Immediate Family Member who was a Resident of the unit prior to the hospitalization or facility care stay may continue to reside in the ILOD Dwelling Unit.

8.10.8 Application Requirements and Procedure.

1. *Pre-Application.* Prior to the submittal of a special permit application, a "Concept Plan" is encouraged to be submitted to help guide the development of the site plan process for the proposed project build-out and individual elements thereof. The Concept Plan is intended to be used as a tool for the applicant, the Design Review Board and the Planning Board to ensure that the proposed project design will be consistent with the requirements of the ILOD.
Such Concept Plan should reflect the following:
 - a. Overall building location(s) and footprint(s);
 - b. Access and driveways,
 - c. Area which shall remain undeveloped; and
 - d. Other general site improvements.

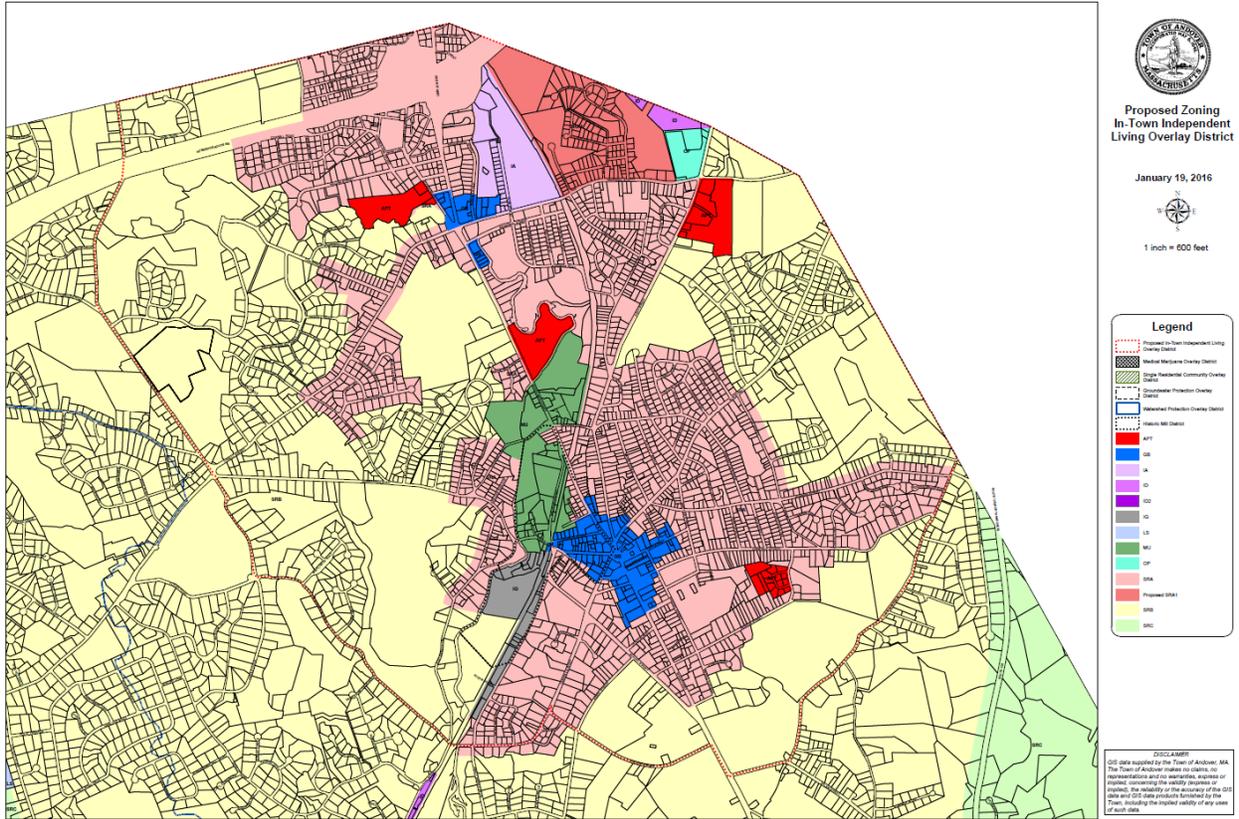
2. *Application.* An application for a special permit shall be submitted to the Andover Planning Board pursuant to the submission requirements and procedures contained in Section 9.5.3. of the Zoning Bylaw.

3. Additional Submittals:
 - a. *Waivers.* At the request of the applicant in a narrative form, the Planning Board may waive certain dimensional, design and other requirements as stated herein (unless expressly prohibited), in the interests of design flexibility and overall project quality if it finds that the project is consistent with the overall purpose and objectives of the ILOD, or if it finds that such waiver will allow the project to achieve a high quality design.

 - b. *Site Management Plan.* If applicable, provide a Site Management Plan to outline long term maintenance of common areas to ensure function, appearance, cleanliness, and for ongoing drainage and utility maintenance.

Map in Town Independent Living Overlay District

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

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

On request of the Council on Aging

Upon motion made and duly seconded it was VOTED to Withdraw Article 40 from the Warrant.

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

Water Main Replacement Projects

ARTICLE 41. To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$1,500,000 for the purpose of paying costs of water main replacement projects, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriate \$1,500,000 to pay costs of water main replacement projects, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, \$500,000 shall be transferred from water reserves, and the Treasurer, with the approval of the Selectmen, is authorized to borrow \$1,000,000 under and pursuant to M.G.L. c. 44, s. 8(5), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Water Treatment Plant GAC Replacement

ARTICLE 42. To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$250,000 for the purpose of paying costs of replacing granulated activated carbon at the water treatment plant, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to transfer the sum of \$250,000 from Water Reserves and appropriate the sum of \$250,000 for the purpose of paying costs of replacing granulated activated carbon at the water treatment plant, and for the payment of all other costs incidental and related thereto.

VOTE: A simple Majority required for passage, the Moderator declared the Motion

ANNUAL TOWN MEETING – MAY 2 & 3, 2016

Passed by a Majority vote.

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Water Treatment Plant Maintenance

ARTICLE 43. To see if the Town will vote to appropriate the sum of \$300,000 in the Water Enterprise Fund for the purpose of paying various maintenance costs related to the water distribution system and the Water Treatment Plant, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to approve Article 43 as printed in the Warrant.

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

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Water Storage Tanks Rehabilitation

ARTICLE 44. To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$1,450,000 for the purpose of paying costs of rehabilitation of water storage tanks, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED that the Town appropriate \$1,450,000 to pay costs of rehabilitation of water storage tanks, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 8(7C), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

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

Finance Committee Report: Approval

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Board of Selectmen Report: Approval

Water Treatment Plant Window Replacement

ARTICLE 45. To see if the Town will vote to transfer \$80,000 from water reserves and appropriate the sum of \$80,000 for the purpose of replacing water treatment plant windows or to take any other action related thereto.

On request of the Director of Municipal Services

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

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

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Transfer of Land to the Conservation Commission

ARTICLE 46. To see if the Town will vote to transfer the care, custody and control of two parcels of land to the Conservation Commission, said parcels of land described as follows:

Parcel 1. The parcel of land known as 96R Bellevue Road, located off Bellevue Road, shown as Parcel 4 on Assessors Map 213. For title reference, see Final Decree in Tax Lien Case No. 47539 dated March 9, 1981 and recorded with the Essex North District Registry of Deeds in Book 1494, Page 196 and Instrument of Taking recorded with said Deeds in Book 1112, Page 439;

Parcel 2. The parcel of land known as 24 Avery Lane, shown as Parcel 16 on Assessors Map 228, being Parcel C on a plan recorded in Essex North District Registry of Deeds as Plan No. 10580, described in instrument recorded with said Deeds in Book 3185, Page 29. For title reference see Final Judgment in Tax Lien Case No. 123449 recorded with said Deeds in Book 6794, Page 263, and Instrument of Taking recorded with said Deeds in Book 5211, Page 187; or take any other action relative thereto.

On request of the Conservation Commission

Upon motion made and duly seconded it was VOTED to transfer to the care, custody and control of the Conservation Commission that parcel of land described as Parcel 1 in Article 46 of the Warrant, said parcel of land described as follows:

Parcel 1. The parcel of land known as 96R Bellevue Road, located off Bellevue Road, shown as Parcel 4 on Assessors Map 213. For title reference, see Final Decree in Tax Lien Case No. 47539 dated March 9, 1981 and recorded with the

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Essex North District Registry of Deeds in Book 1494, Page 196 and Instrument of Taking recorded with said Deeds in Book 1112, Page 439.

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

Board of Selectmen Report: Approval
Planning Board Report: Approval
Conservation Commission Report: Approval

Ballardvale Engine House Improvements

ARTICLE 47. To see if the Town will vote to appropriate \$3,000,000 for the construction and related expenses including architectural services of a 2,000 to 2,500 square foot wood-frame addition to the Ballardvale Fire Station, said addition to house a standard state-of-the-art engine, a standard state-of-the-art ambulance, a rescue boat and a forestry truck; and for repairs and improvements to the existing building; and to raise said sum by transfers in the amounts respectively of \$100,000, \$200,000 and \$66,000 from Articles 25 and 26 of the 2014 Annual Town Meeting and Article 34 of the 2009 Annual Town Meeting and \$2,634,000 by borrowing or take any other action relating thereto.

On the petition of Richard J. Bowen and others

It was moved and seconded that the Town appropriate \$3,000,000 to pay costs of construction and related expenses including architectural services of a 2,000 to 2,500 square foot wood-frame addition to the Ballardvale Fire Station, said addition to house a standard state-of-the-art engine, a standard state-of-the-art ambulance, a rescue boat and a forestry truck; and for repairs and improvements to the existing building; and for the payment of all other costs incidental and related thereto; that to meet this appropriation, \$100,000, \$200,000 and \$66,000 shall be transferred from amounts appropriated under from Articles 25 and 26 of the 2014 Annual Town Meeting and Article 34 of the 2009 Annual Town Meeting, respectively, and the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 7(3A), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

It was moved and seconded to amend the Main Motion to delete the phrase “said amount” and replace it with “\$2,634,000.”

A majority vote required for the motion to amend the Main Motion, the Moderator declared the motion to amend PASSED by Majority vote.

VOTE on Main Motion as amended: A 2/3 vote required for passage, the Moderator conducted a standing count and declared the Main Motion as amended was DEFEATED on a vote of 288 in favor to 300 opposed.

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Finance Committee Report: Disapproval
 Board of Selectmen Report: Disapproval

Create SRA-1 Zoning District

ARTICLE 48. To see if the Town will amend Article VIII, Section 2.1 of the Zoning Bylaw by adding at the end of Section 2.1, SRA1 – Single Residence A1 and to further amend the bylaw as follows:

Amend Section 9 to Add:

Amend Appendix A Table 1 Section 3.1.3 to add a new Residential District SRA1 as follows:

	Residential Districts					Business Districts				Industrial Districts			
	SRA	SRA1	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2

Amend Appendix A Table 1 Section 3.1.3 as follows:

Appendix A Table 1 Section 3.1.3 - Table of Use Regulations by adding to the Residential Districts section a fifth column entitled "SRA1" with the following five (5) uses being permitted uses and signified by the use of the designation "Y" in said column entitled "SRA1". Under Subsection A., Residential Uses, 1. Detached single-family dwelling, 4. Multiple dwellings: e. new multifamily dwelling construction Attached Cluster (See Section 7.3), Under Subsection B. Institutional Uses, 1. Religious or educational uses exempt from zoning prohibition by G.L.c. 40A, s. 3., 2 Municipal facility, 3a. Child care facility and Under Subsection A., Residential Uses, a. Conversion or a one-family or a two-or more family dwelling (See Section 7.6.2.) being a permitted use and shall be signified by the use of the designation "BA" and Residential Uses, 2. Cluster development (See Section 7.1) being a permitted use and shall be signified by the use of the designation "PB".

Amend Appendix A Table 2 Section 4.1.2 – Table of Dimensional Requirements as follows:

Appendix A Table 2 Section 4.1.2 - Table of Dimensional Requirements by adding to the end of said Table a row for Industrial D 2 as follows:

APPENDIX A TABLE 2 Section 4.1.2 – Table of Dimensional Requirements

District	Minimum Lot Dimensions (e)	(f) Minimum Yard Depth	Maximum Height (g)	Maximum Coverage
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	Area (square feet)	Frontage (feet)	Front (feet)	Side (feet)	Rear (feet)	Feet	Stories	Including Accessory Building (percent)
SRA1	15,000	115	35	20	30	35	*	*

Amend Appendix A Table 3 Section 5.1.4.C. to add:

On the petition of the Sean Higgins and others

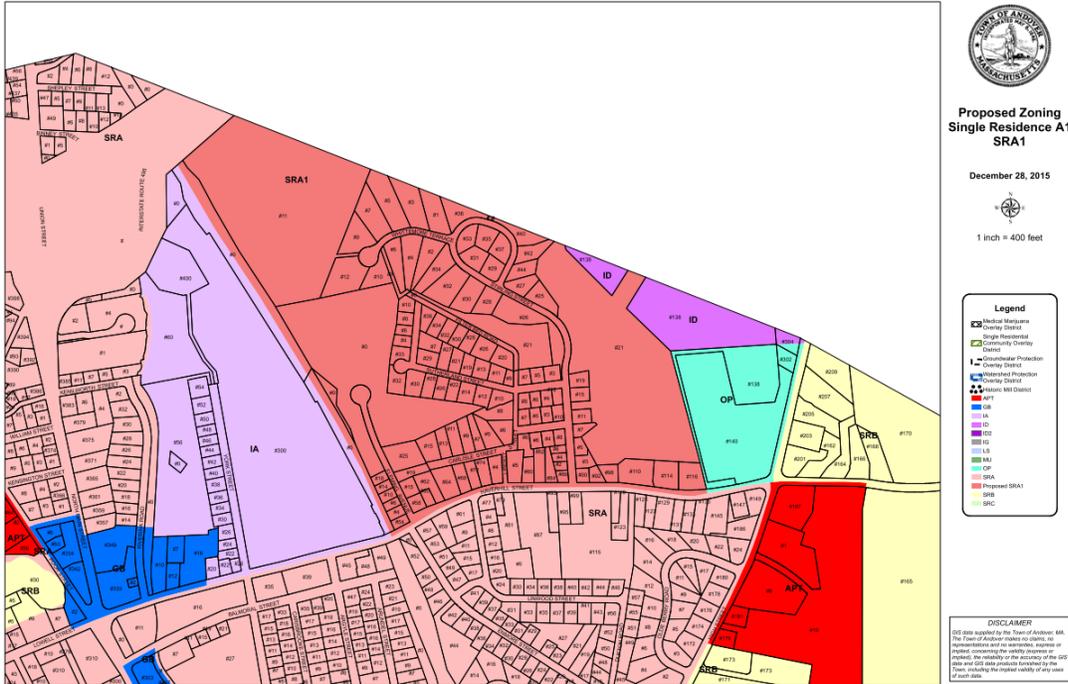
Upon motion made and duly seconded it was VOTED to Withdraw Article 48 from the Warrant.

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

Amend Zoning Map – SRA-1 Zoning District

ARTICLE 49. Amend the Town of Andover Zoning Map, to establish an SRA1 District as shown on a plan titled “Proposed Zoning Single Residence A1 SRA1”, dated, December 28, 2015, as prepared by and reviewed by the Town Engineer, which plans are on file in the office of the Town Clerk and which are hereby made part of the Town Zoning Map and to rezone said area from SRA to SRA1.

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

On the petition of Sean Higgins and others

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

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

Street Acceptance

ARTICLE 50. To see if the Town will vote to accept and name as a public way any or all of the following streets: Newport Circle, Willoughby Lane, and Prides Circle as further described below, and to accept deeds to the streets and all related easements:

Newport Circle, as shown on a plan approved by the Andover Planning Board entitled “DEFINITIVE SUBDIVISION PLAN NEWPORT CIRCLE ANDOVER, MASSACHUSETTS”, dated March 13, 2001 last revised October 4, 2001 and recorded in the Essex North District Registry of Deeds as Plan Number 15760;

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Willoughby Lane, , as shown on a plan approved by the Andover Planning Board entitled “DEFINITIVE SUBDIVISION PLAN WILLOUGHBY ESTATES”, dated April 17, 1997 last revised September 15, 2000 and recorded in the Essex North District Registry of Deeds as Plan Number 14055;

Prides Circle, as shown on a plan approved by the Andover Planning Board entitled “DEFINITIVE SUBDIVISION PLAN WILLOUGHBY ESTATES”, dated April 17, 1997 last revised September 15, 2000 and recorded in the Essex North District Registry of Deeds as Plan Number 14055 or take any other action related thereto.

On request of the Board of Selectmen

Upon motion made and duly seconded it was VOTED to approve Article 50 as printed in the Warrant.

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

Board of Selectmen Report: Approval

Planning Board Report: Approval

Acceptance and Taking of Granli Drive

ARTICLE 51. To see if the Town will vote to accept and name Granli Drive as a public way and authorize the Board of Selectmen to acquire by eminent domain, gift, purchase or otherwise any fee, easement or other interest including utility easements shown on the following plans, in the following described roadway and easements related thereto, and to award no damages for said taking or payment for said acquisition:

The land known as Granli Drive as shown on a plan entitled, “Definitive Plan of Granli Estates, Subdivision Plan of Land in Andover, Mass. of Granli Drive, prepared by Dana F. Perkins & Associates, Inc., Engineers, dated October 16, 1984, revised December 15, 1984 and February 7, 1985, said plan being recorded in the Essex North Registry of Deeds as Plan Number 9819, and on file in the Office of the Town Clerk, and as constructed and also shown on plan entitled “Street Acceptance Plan of Granli Drive in Andover, Mass., dated December 16, 1988, drawn by Dana F. Perkins & Associates, Inc., Tewksbury, Massachusetts.”

or take any other action related thereto.

On request of the Board of Selectmen

Upon motion made and duly seconded it was VOTED to approve Article 51 as printed in the Warrant.

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

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Board of Selectmen Report: Approval
Planning Board Report: Approval

Tax Increment Financing Agreement

ARTICLE 52. To see if the Town will vote to approve a Tax Increment Financing Agreement for 1 Burtt Road (hereafter known as the TIF Agreement) and authorize the Board of Selectmen to enter into a Tax Increment Financing Agreement with Pfizer Inc., the owner of the property on terms and conditions deemed by the Board of Selectmen to be in the best interests of the Town, for a parcel of land and buildings thereon shown on Assessor’s Map 183, Parcel 14, and to authorize the Board of Selectmen to take any such action as is necessary to obtain approval of the Local Incentive Only Application, and to enter into and implement the Tax Increment Financing Agreement. The TIF Agreement shall provide that the Town shall provide for an exemption of property taxes or a percentage thereof based on the incremental increase in property value in assessed valuation of the property for a period of not more than twenty years in accordance with the requirements of Massachusetts General Laws Chapter 23A, Section E; Chapter 40, Section 49; and Chapter 59, Section 5 and pursuant to 751 CMR 1.04 (1) (b) and 402 CMR 2.00. In return for such tax benefits, in accordance with the TIF Agreement, the owner of the property shall ensure at the above property the location and expansion of uses which increase job creation, provide higher property values, and retain or expand economic development in the Town and the Commonwealth; or take any other action relative thereto.

On request of the Planning Director

Upon motion made and duly seconded it was VOTED to approve Article 52 as printed in the Warrant.

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

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

Restaurant Amendment - AMEND ZONING BYLAW – SECTION 10.0 DEFINITIONS

ARTICLE 53. To see if the Town will vote to amend the Andover Zoning Bylaw, Article VIII, §10.0 DEFINITIONS by deleting the definition of Restaurant, Fast-Food and replacing it with Restaurant, Limited Service and to read as follows:

RESTAURANT, LIMITED SERVICE – A restaurant whose primary business is the sale of meals, food and/or beverages for immediate consumption on or off the premises, and served to

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the customer either by wait staff or packaged or presented in such a manner that it can readily be consumed outside the premises where it is purchased.

Amend **APPENDIX A TABLE 1 Section 3.1.3 Table of Use Regulations** by amending 12.a Restaurant, sit-down & 12.b. Restaurant, fast-food from:

	Residential Districts				Business Districts				Industrial Districts			
	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2
12.a. Restaurant, sit-down	N	N	N	N	BA	N	Y	BA	Y	BA	BA	PB
12.b. Restaurant, fast-food	N	N	N	N	N	N	BA	N	BA	N	N	PB

To read as follows:

	Residential Districts				Business Districts				Industrial Districts			
	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2
12.a. Restaurant, sit-down	N	N	N	N	BA	N	Y	Y	Y	BA	BA	PB
12.b. Restaurant, Limited Service	N	N	N	N	N	N	Y	Y	BA	N	N	PB

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

On request of the Economic Development Council

Upon motion made and duly seconded it was VOTED to approve Article 53 as printed in the Warrant.

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

Board of Selectmen Report: Approval
 Planning Board Report: Approval

General Bylaw Amendment – Contract Scoring

ARTICLE 54. To see if the Town will amend Articles III, IV and V of the Town Bylaws as follows to provide for thorough financial and tax-implications analyses ("Contract Scoring"), to be performed by the Town's Finance Committee, of every proposed multi-year contract that Town and School Department officials negotiate with vendors, employees and unions prior to the Town and School Department executing such contracts; and to provide financial and tax

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implications transparency on each of these contracts to Town residents by including each Contract Scoring report on the Town of Andover website and as a part of the Annual Town Meeting Warrant that gets prepared by the Town Finance Committee.

Article III, Section 3 (a), fourth sentence shall be replaced in its entirety with the following text:

“The Finance Committee's duties shall be to investigate the cost of maintenance of the different departments of the Town, to financially score all multi-year Town and School Department contracts prior to their execution by Town and School Department officials (and advise in a written report to the Town/School Department officials the results of the scoring prior to the execution of those contracts), and to recommend in detail the amounts to be appropriated for each department for the ensuing year. The scoring of multi-year Town and School Department contracts by the Finance Committee is defined to mean that the Finance Committee shall employ prudent, generally accepted financial analyses methodologies, Governmental Accounting Board Standards (GASB) practices and prudent financial assumptions to determine the total annual financial, budget and tax impact of all of the provisions of a proposed contract in each year of the term of the contract as well as budget and tax implications of the contract provisions that will generate or affect subsequent pension and other retirement and post-employment benefits liabilities of the Town. The Finance Committee will provide a written report of its scoring of a proposed contract to the Town Officials or School Department officials negotiating that contract prior to any execution by Town or School Department officials of that proposed contract. The scorings of contracts shall not be made public prior to an execution of the contract to preserve privileged information that Town or School Department officials need to keep privileged during contract negotiations. The written report of the scoring of the eventual version of a contract that is executed will then be submitted by the Chairman of the Finance Committee to the Town Manager within two business days of the execution of the contract and then published on the Town of Andover website within two business days of receipt by the Town Manager of the Finance Committee's written scoring report. The written scoring report will also be included in the Town Warrant that gets prepared by the Finance Committee for the Town's next Annual Meeting.”

AND

Article IV: Matters Involving Town Moneys shall be amended by adding the following new Section 9.

9 Scoring of Multi-Year Contracts

The Selectmen and School Committee shall provide the Finance Committee with the draft of all provisions of each multi-year contract that they negotiate with vendors, employees and unions for the Finance Committee to score the financial and budget impact to the Town of the aggregate of those contract's provisions, where contract scoring is defined per Article III, Section 3 (a) of the Town's By-Laws, prior to execution of the contact by Town or School Department officials. Town/School Department officials shall provide these draft contract terms and provisions for contract scoring to the Finance Committee on a timely basis.

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AND

Article V: Contracts; Town Property, Real and Personal shall be amended by adding the following new Section 2.

2 Scoring of Multi-Year Contracts

The Selectmen and School Committee shall provide the Finance Committee with the draft of all provisions of each multi-year contract that they negotiate with vendors, employees and unions for the Finance Committee to score the financial and budget impact to the Town of the aggregate of those contract's provisions, where contract scoring is defined per Article III, Section 3 (a) of the Town's By-Laws, prior to execution of the contact by Town or School Department officials. Town/School Department officials shall provide these draft contract terms and provisions for Contract scoring to the Finance Committee on a timely basis.

On the petition of Bob Pokress and others

Upon motion made and duly seconded it was VOTED to Withdraw Article 54 from the Warrant.

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

Deyermund Park Ball Field Lighting

ARTICLE 55. To see if the Town will vote to appropriate the sum of \$275,000, for the purpose of paying costs of adding outdoor lighting to two of the three youth baseball fields located at Deyermund Park on Blanchard Street, including all other costs incidental and related thereto, and to raise said sum by taxation, by transfer from available funds, by borrowing or by any combination of the foregoing, or take any action related thereto.

On petition of the Director of Municipal Services

Upon motion made and duly seconded it was VOTED to appropriate the sum of \$275,000 from Free Cash for the purpose of paying costs of adding outdoor lighting to two of the three youth baseball fields located at Deyermund Park on Blanchard Street, including all other costs incidental and related thereto.

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

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

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Tewksbury Street Sidewalks

ARTICLE 56. To see if Town will vote to appropriate the sum of \$632,000 for the purpose of constructing sidewalks on Tewksbury Street, including any other cost incidental and related thereto, and to authorize the Board of Selectmen to acquire any necessary easements by gift, purchase or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen authorized to borrow under and pursuant to Chapter 44, Section 7, Clause (6) of the General Laws or any other enabling authority, and to issue bonds or notes of the Town, or take any other action related thereto.

On the petition of Keith Robison and others

It was moved and duly seconded that the Town appropriate \$632,000 to pay costs of constructing sidewalks on Tewksbury Street, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 7(6), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

VOTE: A 2/3 vote required for passage, the Moderator conducted a standing count and declared the Motion was DEFEATED on a vote of 229 in favor to 195 opposed.

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

Memorial Playstead Playground

ARTICLE 57. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$120,000 for the purpose of paying the cost of constructing a playground on the Memorial Playstead in a location to be determined by the Town, including any other costs incidental and related thereto, or take any other action related thereto.

On the petition of Timothy O'Brien and others

Upon motion made and duly seconded it was VOTED that the Town appropriate \$120,000 to pay costs of constructing a playground on the Memorial Playstead in a location to be determined by the Town, including the payment of any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, s. 7(25), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

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

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

Petition the Legislature – Elimination of Sub-Precinct 9A

ARTICLE 58. To see if the Town will vote to petition the Legislature to pass a Special Act as follows:

SECTION 1. Section 1 of Chapter 57 of the General Laws as appearing in the 2012 edition is hereby amended by striking, in paragraph 7, the words “and sub-precincts 7A and 9A of the town of Andover” and substituting the words “and sub-precinct 7A of the town of Andover.”

SECTION 2. Section 2 of Chapter 57 of the General Laws as appearing in the 2012 edition is hereby amended by striking paragraph 2 and substituting the following:

“Notwithstanding any general or special law to the contrary, census block 250092543011034, hereto referred to and known as town of Andover sub-precinct 9A, shall merge with and be incorporated into town of Andover precinct 1.” provided, that the Legislature may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition, or take any other action related thereto.

On request of the Town Clerk

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

VOTE: A Majority required for passage, but the motion calling for Home Rule Legislation, the Moderator declared the motion PASSED by a Unanimous vote.

Board of Selectmen Report: Approval

Limited Property Tax Relief for Certain Elder Citizens

ARTICLE 59. To see if the Town will vote to accept special legislation providing for limited property tax relief for certain elder citizens or take any other action related thereto.

On request of the Town Clerk

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It was moved and duly seconded that Town Meeting vote to authorize the Town to request the Legislature to enact special legislation to provide for limited property tax relief for certain elder citizens in the Town of Andover and request the legislature to consider the following items to be in such special legislation, provided that the legislature may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition:

SECTION 1. (a) Notwithstanding any other general or special law to the contrary, the town of Andover shall establish an exemption from the property tax for the first \$75,000 of assessed taxable value of any qualifying property. This exemption shall be in addition to any other exemptions allowable under the General Laws.

(b) Real property classified as Class one, residential, in the town of Andover shall be considered a qualifying property and be eligible for the exemption under subsection (a) if:

(i) the property is either:

(A) owned by a person 70 years of age or older and occupied as that person's domicile;

(B) owned jointly by a person and the person's spouse, either of whom is 70 years of age or older, and occupied by them as their domicile;

(C) owned jointly by persons who are not spouses, either of whom is 70 years of age or older, and they occupy the property as their domicile;

(D) a single-family dwelling held as life estate by a person 70 years of age or older and occupied by the person as that person's domicile, or

(E) a single-family dwelling held in trust for a beneficiary who is 70 years of age or older and occupied by the beneficiary as that person's domicile, AND

(ii) the owner or occupant applying for the exemption shall have:

(A) been a resident of the town of Andover for more than 6 months of each of the preceding 20 calendar years; and

(B) initiated payment on property taxes due for a residence, in the town of Andover, in each of the preceding 20 calendar years; and

(C) a total income, as defined in subsection (k) of section 6 of chapter 62 of the General Laws, of not more than \$71,000 for a single individual who is not the head of the household, \$71,000 for the head of the household or \$85,000 for a married couple filing a joint return; provided, however, that the assessed value of the real property shall not exceed the greater of \$600,000 or the average single family home value in the fiscal year of the application for abatement.

(c) A person who seeks to qualify for an exemption under this section shall file with the board of assessors an application for abatement on a form to be adopted by the board of selectmen and available at the assessors' office with the supporting documentation as described in the application. The application shall be filed by February 28 of each year for which the applicant seeks the exemption for the fiscal year commencing the following July 1.

SECTION 2. Notwithstanding section 3, acceptance of this act may be revoked by an affirmative vote of a majority of the voters of the town of Andover at a regular or special town election at which the question of revocation has been placed on the ballot by a two-thirds vote of the then sitting members of the board of selectmen.

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SECTION 3. After 2 years of implementation, the board of selectmen of the town of Andover, after a public hearing, may vote to suspend implementation of this act for any year.

SECTION 4. Revocation of acceptance of this act shall take effect 30 days following the affirmative vote of a majority of the voters at a regular or special town election at which the question of revocation has been placed on the ballot pursuant to section 2.

SECTION 5. Applications for exemption under this act shall be open for inspection only as provided in section 60 of chapter 59

SECTION 6. This act shall take effect upon its passage

VOTE: A Majority vote required for passage, but the motion calling for Home Rule Legislation, the Moderator conducted a standing count and declared the Motion was DEFEATED on a vote of 137 in favor to 137 opposed.

Finance Committee Report: Disapproval

On motion of Town Counsel, Thomas J. Urbelis, duly made and seconded it was voted by a Majority vote to dissolve the Annual Town Meeting at 10:42 P.M.

A true record
A T T E S T

Lawrence J. Murphy
Town Clerk