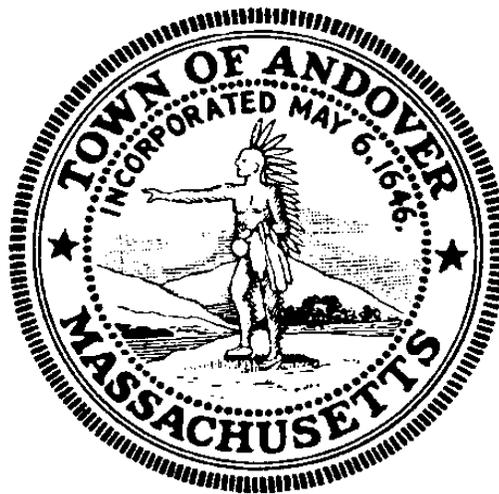


TOWN OF ANDOVER



TOWN MANAGER'S RECOMMENDED FISCAL 2018 BUDGET & FINANCIAL PLAN

TOWN OF ANDOVER
TOWN MANAGER'S RECOMMENDED
FISCAL YEAR 2018 BUDGET
AND
FINANCIAL PLAN



Andrew P. Flanagan
Town Manager

February 10, 2017



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SECTION 1



INTRODUCTION



A Citizen's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Town Manager's Recommended FY 2018 Budget & Financial Plan is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This section of the Town Manager's Recommended FY 2018 Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Andover.

The Budget Process

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

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

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

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

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

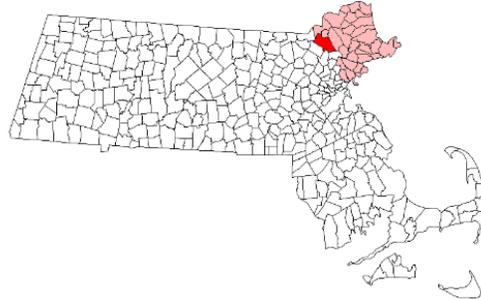
Community Profile

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

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

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

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



Name: Town of Andover	Settled: 1642
County: Essex	Incorporated: 1646
Total Area: 32.1 Sq. Miles	Population: 33,201 (2010 Census)
Land: 31.0 Sq. Miles	Elevation: 180 Feet
Water: 1.1 Sq. Miles	Coordinates: 42°39'30"N 71°08'15"W
Public Roads (Town): 188 Miles	Website: http://www.andoverma.us
Public Roads (State): 23 Miles	Schools: Pre-K through Grade 12
Form of Gov't: Open Town Meeting	
FY17 Residential & Open Space Tax Rate: \$15.18	
FY17 Avg. Single Family Home Value: \$604,053	

**JOINT BOARD OF SELECTMEN AND FINANCE COMMITTEE MEETING SCHEDULE
FY18 BUDGET AND 2017 WARRANT ARTICLE REVIEW**

(Revised 2/10/17)

February 2017

- Fri. 10th Town Manager's Recommended FY18 Budget Released (on Town website)
- Mon. 27th High Level Overview Presentation of Town Manager's Recommended FY18 Budget

March 2017

- Wed. 8th Tri-Board Meeting – School FY18 Operating Budget Presentation (School Committee Meeting Room – 7:00 pm)
- Sat. 4th All Town Department Budgets (MHL – 9:00 am to 3:00 pm)
- Mon. 20th Final Votes on Water & Sewer Budgets & Rates
- Mon. 27th Final Operating & Warrant Article Votes
- Wed. 29th Final Votes (If Needed) & Chair Letters to Finance Committee

April 2017

- Tues. 4th Finance Committee Report to the Printer
- Fri. 21st Finance Committee Report due to Residents
- May 1st 2017 Annual Town Meeting (1st night)

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

TOWN OF ANDOVER

MISSION & VALUES STATEMENT

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

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

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

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

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

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

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

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

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

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

VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY

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

VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY

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

VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY

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

THE ANDOVER VISION

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

QUALITY EDUCATION

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

OPEN SPACE AND RECREATION

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

VIBRANT DOWNTOWN

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

SMALL-TOWN CHARACTER

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

CITIZEN PARTICIPATION

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

HISTORICAL HERITAGE

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

CULTURAL DIVERSITY

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

FINANCIAL STABILITY

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

HEALTHY AND SAFE ENVIRONMENT

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

MANAGEMENT OF NATURAL RESOURCES

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

TOWN SERVICES

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

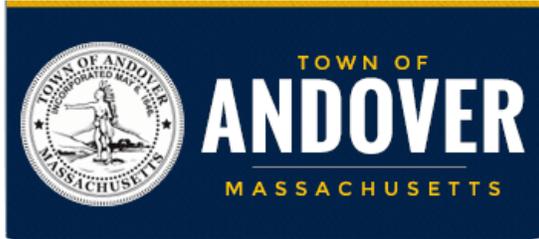
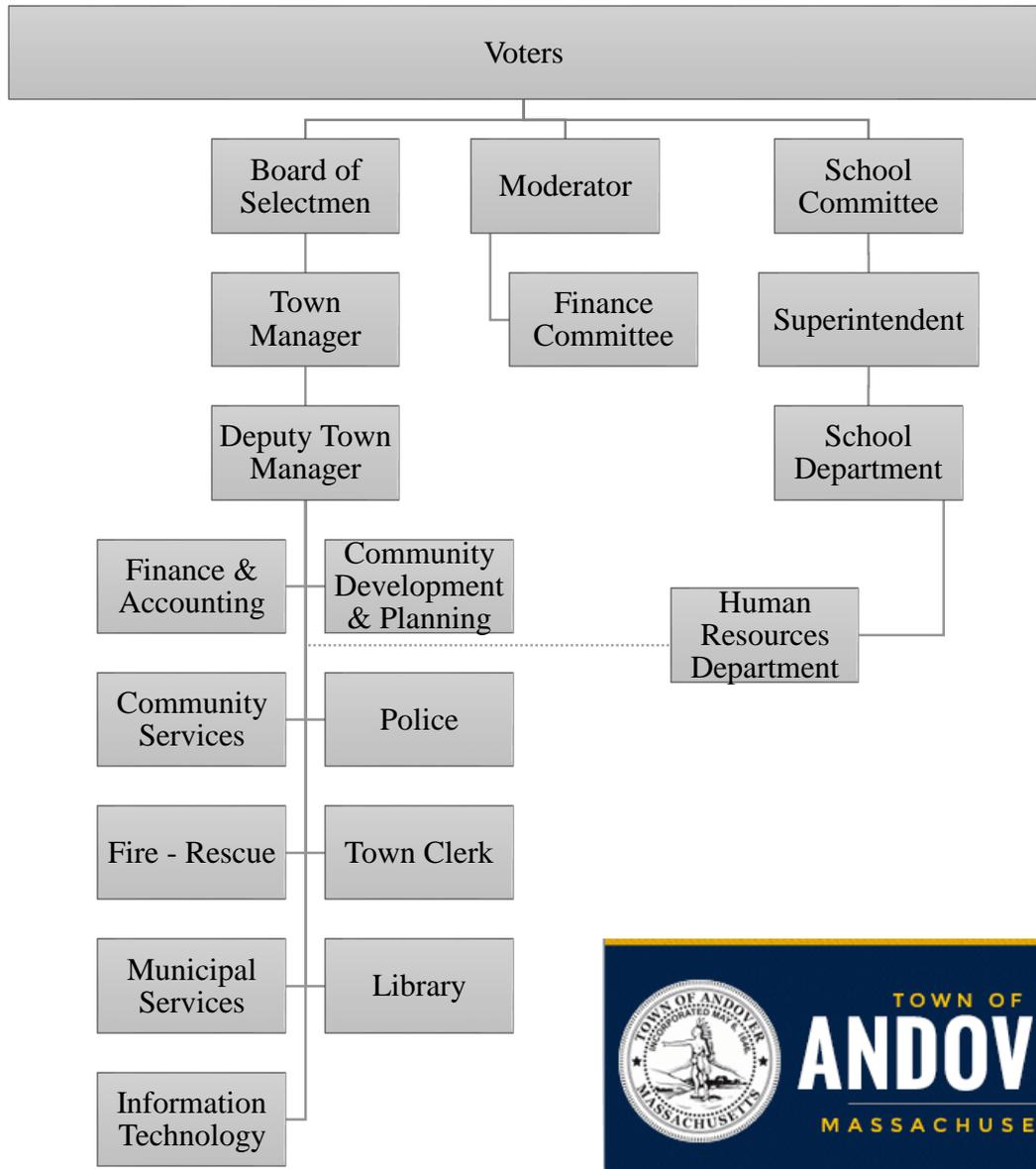
HUMAN SERVICES

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

TRANSPORTATION

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

ORGANIZATIONAL CHART



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

SECTION 2



TOWN MANAGER'S TRANSMITTAL LETTER



Andrew P. Flanagan
Town Manager

TOWN OF ANDOVER

TOWN MANAGER'S OFFICE
36 BARTLET STREET
ANDOVER, MA 01810
(978) 623-8200
WWW.ANDOVERMA.GOV

February 10, 2017

To: Honorable Chairman Paul J. Salafia & Members of the Board of Selectmen
Honorable Chairman S. Jon Stumpf & Members of the Finance Committee

I hereby transmit to you the recommended FY 2018 operating and capital budgets. The General Fund Budget as proposed totals \$166,824,242 which is an increase of \$6,214,829 (3.87%) from the current budget. The Water & Sewer Enterprise Funds, exclusive of the General Fund, totals \$7,867,538 as proposed which is an increase of \$186,716 (2.43%). The total available increase for Town and School Operations is \$4,238,682 which represents an increase of 1,194,714 (3.11%) for Town Operations and 3,043,968 (4.0%) for School Operations. An additional \$6,987,768 will be either raised or appropriated to fund non-appropriated expenses, state assessments and certain capital projects.

Over the past several months, the Administration has worked to define the fundamental goals and objectives from which the FY 2018 budget has been developed. Those goals are as follows:

- Develop a FY 2018 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Board of Selectmen financial policies;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;
- Maintain employee compensation in a manner that provides opportunities for equity through modest adjustments and is consistent with the Town's long term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short and long term;
- Continue towards developing a long term financial model that provides for predictability and the opportunity to plan for sustainability of operations;
- Establish a capital program that is based on an annual spending target for cash and debt appropriations that provides the Town with the ability to expand capital capacity and fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½ ; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Balancing Community Needs with Fiscal Responsibility

Throughout the budget process considerable attention has been given to balancing the needs of the community and expectations of Andover's residents with the need to develop a financing plan that is fiscally responsible. As part of that process each department budget was carefully examined and department and division heads were challenged to consider measures that maximize productivity of the organization while ensuring the effective delivery of quality services within available resources.

As part of determining the level of available funds to offset obligations and for department operations, the following revenue and expenditure assumptions were used to develop the FY 2018 recommended budget:

Revenues

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

Expenditures

- **Town and School Operating Budgets** to increase only by the amount of available funds after meeting the funding requirements of all obligations.
- **Retirement** contribution to increase by 10% from current budget per the existing funding schedule established by the Retirement Board.
- General Fund **Other Post Employment Benefit (OPEB)** funding will be based on the following:
 - 0.4% of the FY 2018 adjusted revenue budget.
 - Appropriating the incremental annual savings in the health insurance budget from the OPEB Reform Plan that was adopted in April of 2016 to the OPEB Trust Fund.
- **Employee Health Insurance** expense to increase by 8%.
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a 5.72% of the adjusted revenue budget.

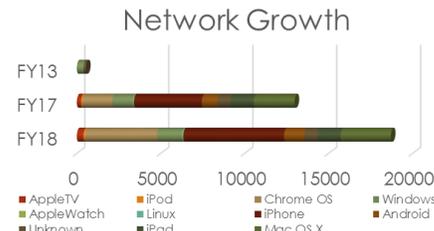
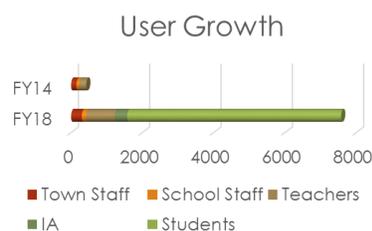
Based on the assumptions as outlined above, Town departmental personnel and expense budgets are increasing by \$1,194,714 (3.11%). Some of the more significant budget changes include the following:

Municipal Services – Solid Waste & Recycling +\$295,495

Costs associated with solid waste and recycling pickup and disposal are increasing significantly. These costs are primarily a result of changes in the recycling markets and the increased costs of disposing of certain materials. The Municipal Services Department is continuing to explore options to contain these costs moving forward.

Information Technology +\$70,425

The Town continues to be challenged with meeting the rapidly growing demand for IT services. Over the past several years the Town and School’s user population has grown from less than 1,000 to over 7,000. Subsequently, the overall network utilization has expanded from less than 1,000 devices to over 20,000 per day.



The increased demand coupled with the expectation that we will continue to expand the role of information technology and innovation in all functions of government has changed the needs and applicable skillsets required of our staff. The Administration is committed to transitioning to both a data driven and application based environment over time and the appropriate resources will be necessary to accomplish that goal.

I am recommending a reorganization of the existing Information Technology Department for the purposes of accomplishing the following:

- Expand and reorganize the technical support function to provide both customer facing services for our rapidly expanding service community and to provide routine maintenance on our growing hardware and software platforms.
- Expand the internal support hours to 7 AM - 5 PM daily with 24x7 emergency support.
- Reorient the current “Application Team” as a “Business Solutions Team” with greater emphasis on project management and business requirements analysis to provide much greater support to the application needs of Town and School departments.
- Realign existing resources into functions that will result in a more efficient and effective deployment of both human and technical resources.

In addition to creating a Business Solutions Team I am recommending that we replace one currently vacant high level management position with two technician positions. In addition, the IT Department will reorganize and combine components of several existing functions in order to expand the Town’s application resources. Lastly there will be a realignment of existing job responsibilities in order to offset the increase in demand for services.

The total cost for the reorganization is approximately \$30,000 and provides the Town with the opportunity to capitalize on existing and anticipated vacancies. The balance of the recommended increase represents costs associated with upgrading phone and internet connectivity.

Department of Community Services Reorganization

In July 2017, I moved forward with implementing a reorganization of the four service divisions (Elder Services, Recreation, Youth Services, and Veteran Services) and established a Department of Community Services. One of the objectives of the reorganization was to develop and implement a model to expand services while not impacting the general fund budget. The recommendations included in the FY 2018 budget are consistent with the objectives of establishing the department.

The recommended budget includes the use of revolving funds to appoint a part time, non-benefited position in the Youth Services Division. This proposed position will provide administrative support to the Youth Services Division and provide the opportunity to redistribute existing resources to expand programming. This position will also be able to assist in tracking statistics and establish reporting mechanisms to support the continuation of the successful transition to the new Youth Center. This position would be completely funded by the Youth Services revolving fund and have no impact on the general fund budget.

The Director of Community Services has done extensive work to develop an after school program to meet a clear demand from the community for such a service. The program was developed based on the results of surveying 1,500 residents. To administer the program I am recommending expanding the hours of a current recreation employee to full time. The position

and associated benefits will be completely offset by the revenue generated by the new program and have no impact to the general fund.

The recommendations included in the Community Services budget are consistent with the goals and objectives of the reorganization.

School Department – The Existing Gap

The FY 2018 recommended budget for the School Department and the proposed budget as voted by the School Committee results in a funding gap of \$1,321,613. The recommended budget reflects a 4% increase over the FY 2017 approved budget. The increase, which is higher than the five year average, is intended to offset the expense associated with moving funding for textbooks, an expense that was formerly a capital expense, to the operating budget.

Town and School Administrations are engaged in and committed to ongoing discussions specifically related to special education costs. I look forward to working with the Board of Selectmen, School Committee and Finance Committee over the next several months in an effort to bring a balanced and consensus budget to Town Meeting in May.

Compensation & Employee Health Insurance

The Compensation Fund will increase by \$527,500 to a total of \$1,140,000. This is reflective of carrying forward the amount budgeted in FY 2017, less the amount transferred to departmental budgets as a result of settling outstanding collective bargaining agreements (AFSCME only), and an increase that will be available for modest cost of living adjustments in FY 2018 and in FY 2017 (retroactively) for the remaining outstanding contracts that have not been settled,. There are six collective bargaining agreements that remain unsettled for FY 2017 through FY 2019 and one agreement that remains unsettled for FY 2015 and FY 2016.

The Board of Selectmen has not taken any formal action to change plan design in FY 2018. That is mainly due to the fact that the Town is waiting to see the official plan design changes voted by the Group Insurance Commission (GIC). Depending on the outcome the Board of Selectmen may consider voting to invoke Section 22 of Chapter 32B which would allow the Town to change plan design to meet the GIC benchmark plan. This would mark the third time that the Board has voted to invoke Section 22. The Town will continue to consider its options with respect to the FY 2018 health insurance program. The recommended budget reflects a projected 8% increase in employee health insurance costs for FY 2018. Over the next several months, the Town will have a better understanding of any potential savings and the associated impacts.

Other Post Employment Benefits (OPEB) Funding

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

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

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

The last component of the plan was to redirect any savings from increases in premium contributions to the OPEB Trust Fund. In FY 2017 the Town appropriated approximately \$1 million to the OPEB Trust Fund. At that rate, the Town would still have been faced with a \$652 million unfunded liability in thirty (30) years. In comparison, by implementing the plan as proposed and adopted by the Board of Selectmen, it is estimated that the Town will fully fund its OPEB obligation in approximately thirty seven (37) years.

The FY 2018 recommended budget includes a total appropriation of \$1,648,721 which includes \$384,383 from the Water & Sewer Enterprise Funds and \$631,000 from the General Fund, which is 0.4% of the adjusted General Fund budget and \$632,938 from health insurance savings which includes an incremental increase of \$121,366 from the FY 2017 savings.

Water & Sewer Enterprise Funds

In April 2016 Woodard & Curran presented a comprehensive water & sewer rate study to the Board of Selectmen. The study and recommended rates are designed to provide for the maintenance of operations and capital investments in facilities and infrastructure. The rate structure as adopted by the Board of Selectmen anticipates an annual 2.5% increase in both the Water and Sewer Enterprise Funds for a period of 5 years. Both the FY 2018 recommended operating and capital water and sewer budgets are reflective of the new rate structure.

Sustainability & Energy Conservation

The FY2018 Town and School Energy Initiatives Program represents a continuation of our efforts to modernize our heating and cooling systems in order to afford better efficiency, savings, and comfort. We will replace the aging boilers at the Town House with high efficiency units, as well as complete the modernization of the boiler plant at South School by replacing the second boiler. As part of a multi-year program, we will continue improving efficiencies by installing variable speed motors to our pumps and fans, and insulating pipes to conserve energy system-wide. Lastly, we will look to separate main office areas which are occupied at off hours and during vacations so they can be heated and cooled independently.

Capital Improvement Program & Expanding Capital Capacity

The Town Manager’s Recommended Capital Improvement Program for FY 2018 totals \$33,928,163. The following revenue sources provide the funding for the projects:

General Fund Revenue	\$3,678,875
General Fund Borrowing	\$21,460,000
Use of Free Cash	\$500,000
General Fund Exempt Borrowing	
Special Dedicated Funds	\$1,914,288
Water and Sewer Enterprise Funds	\$ 5,375,000
Total Recommendation	\$32,928,163

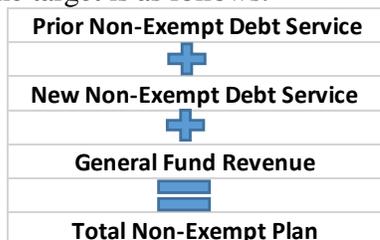
The following is a brief summary of the highlights in this year’s CIP. The details of the recommended projects as well as the individual items in the Capital Projects Fund can be found in the Town Manager’s Recommended Capital Improvement Program that was released on November 3, 2016.

Capital Improvement Program Highlights

Establishing a Capital Spending Target

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

Notwithstanding the Town's legacy of prudent financial planning and commitment to fiscal stability, we have continued to make a major commitment in developing a Capital Improvement Program that establishes predictability and consistency in the capital planning process. Departments, Senior Management and Town staff have been challenged to carefully plan future year requests. The key to successful capital planning will require aligning projects with departmental priorities and scheduling major capital investments in a manner that responsibly integrates with the Town's debt schedule. Over the past year, I have presented a spending target that is both sustainable in the context of the limitations of Proposition 2 ½ and ensures that we are able to meet the long term needs of our community. The non-exempt target has been set at 5.72% of the adjusted revenue budget. The FY 2018 recommended CIP is balanced and supports investments in all functions of Town government within the context of our target. The framework of the target is as follows:



The FY 2018 recommended CIP is 5.52% of the adjusted revenue budget and the following four years of the CIP fluctuate for a five year average of 5.64%. The difference between 5.64% and 5.72% will provide for future flexibility within the CIP and for non-exempt capital. While the plan will evolve as we move forward, below is a summary of anticipated expenditures and the financing plan for the next five years:

<i>Fiscal Year</i>	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<i>General Fund</i>					
<i>Prior Non-Exempt Debt</i>	5,107,989	4,765,321	4,313,674	4,022,845	3,881,708
<i>Capital Projects from Taxation</i>	3,678,875	3,086,843	3,237,029	3,007,619	3,310,568
<i>New Non-Exempt Debt Service</i>	170,972	286,625	535,238	795,175	777,947
<i>Non-Exempt Debt To Be Issued FY17/FY18</i>	0	1,020,359	1,838,725	2,356,111	2,680,110
<i>Total Non-Exempt Tax Burden</i>	8,957,836	9,159,148	9,924,666	10,181,750	10,650,333
<i>Pro Forma Adjusted Revenue Budget</i>	162,164,907	167,432,703	173,122,075	178,907,931	184,819,830
<i>Budget for Plan at 5.72%</i>	5.72%	5.72%	5.72%	5.72%	5.72%
<i>Plan as % of Adjusted Revenues</i>	9,275,833	9,577,151	9,902,583	10,233,534	10,571,694
<i>Variance from Budget</i>	(317,997)	(418,003)	22,083	(51,784)	78,639

Capital Project Fund (General Fund Revenue)

The recommendation for the Capital Project Fund is \$3,678,875 from General Fund Revenues. The recommendation for funding Town requests is \$2,183,232 and \$1,495,643 for School Department requests. The FY 2018 recommended CIP does not include funding for textbooks. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years. Funding is being recommended specifically for Town and School facility repairs and improvements. Additionally, funds are being recommended for departmental projects including a feasibility analysis for the Center on Punchard, training devices for the Police Department, a Customer Service Building Improvement Study for Town Offices and Police and Municipal Services Vehicle Replacements.

It should be noted that FY 2018 will be the first year that IT-1 (Annual PC Lease Program) will be funded from general fund revenue opposed to cable funds which creates a sustainable resource for this program.

Free Cash

\$300,000 from Free Cash is being recommended for the purposes of proceeding with the design of the renovation/rebuild of the Ballardvale Fire Station. These funds will supplement funds previously appropriated by Town Meeting and inform the Town as to the costs and best approach to proceeding with a construction phase. At this time, construction costs are not included in the debt model as we hope to leverage the financial impact of the future sale or lease of 11 Lewis Street on the Town's debt schedule.

Additionally, \$200,000 from Free Cash is being recommended to fund a portion of the accessibility project at High Plain/Wood Hill. The total project cost is \$400,000 and the remaining \$200,000 will be funded through the School Department's capital request.

The projected Free Cash balance for FY 2017 is \$4M. I am recommending that the Town continue to build its Free Cash balance as part of building capacity for future capital projects.

General Fund Borrowing

General Fund Borrowing includes ten projects totaling \$21,460,000 for FY 2018. The sum of \$17,500,000 is recommended for construction of a new Municipal Services Facility at 5 Campanelli Drive. This project is currently in design phase and the required appropriation will continue to be revised leading up to Town Meeting. An authorization of \$450,000 is being recommended to fund the replacement of Municipal Services – DPW Vehicles. Town and School major projects are recommended at \$320,000 and \$770,000 respectively. The School Department is in need to have an air conditioned building for summer programming and \$775,000 is being recommended to install an air conditioning unit at High Plain/Woodhill. The recommendations also include \$300,000 to proceed with phase 2 of the safety and communications upgrade. Additionally, \$420,000 is being recommended to continue the Town and School's energy initiatives and \$270,000 is requested to replace Ambulance 2, a first line piece of emergency apparatus.

The complete reconstruction (including water & sewer infrastructure) of Enmore Street is being recommended. This request includes \$655,000 from general fund borrowing and will be further supplemented by the use of water funds and the repurposing of sewer funds to complete that component of the project.

Municipal Services Facility Recommended Financing Plan

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 moving forward with the construction of a new Municipal Services Facility:

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 is currently underway.

The plan presented to Town Meeting included that the capital capacity (\$900,000) associated with funding the design phase in FY 2017 would be shifted from General Taxation to Non-Exempt Debt Service in FY 2018. 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 last year. Prior to the start of the 2017 Annual Town Meeting, I will present a project that has been designed, permitted and bid through a competitive bidding process. Based on current projections and the ongoing design phase it is estimated that a bond of authorization of approximately \$17,500,000 will be requested. It should be noted that the financing plan does not include the use of anticipated revenues from the sale or redevelopment of 11 Lewis Street.

General Fund Exempt Borrowing

There are no major capital projects being recommended this year that require General Fund Exempt Borrowing and therefore a Prop 2½ debt exemption vote.

Special Dedicated Funds

There are five projects being recommended from Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended at \$1.37M. \$300,000 is being recommended for a town wide redundancy project and \$50,000 to fund upgrades to both the Board of Selectmen and School Committee meeting rooms and \$65,000 to install a security system at Poms Pond. These recommendations will be funded through the use of cable funds. In addition, \$123,000 from the parking fund is being recommended. The Parking Study Implementation Committee has spent several months preparing recommendations for the Board of Selectmen's consideration. These funds will provide the Town with the resources to proceed with the implementation phase of the project.

Water and Sewer Enterprise Funds

The Water and Sewer Enterprise Fund has nine recommended projects for FY 2018 totaling \$5,375,000. This year it is recommended that \$3M be appropriated for the continuation of the major water main replacement program. The sum of \$500,000 is recommended for the replacement of the electrical substation at the water treatment plant. \$750,000 is being recommended for the replacement of the Bancroft Lift Pumps and \$300,000 is being recommended to replace the existing heating system at the water treatment plant. Additionally,

\$100,000 is recommended for the replacement of Water & Sewer Division Vehicles and \$100,000 for the continuation of the hydrant replacement program.

The requests for FY 2018 are consistent with the 5 Year Water & Sewer Rate Structure adopted by the Board of Selectmen. The model assumes a 2.5% annual increase in both water and sewer rates. The model includes funding for extensive capital investments in both the water and sewer systems including upgrades at the water treatment plant and increasing the funding for major water main replacement by 100% to a total of \$3M.

Communications and Transparency

FY 2017 marked a new era as the Town moved forward with enhancing our approach to communication and reinforcing our commitment to becoming a more transparent organization. In December of 2016, the Town launched an entirely rebuilt website which will provide residents, businesses and visitors with the opportunity to interact with the Town and access information in a way that has not been available in the past. Currently, the Town is in the process of developing a transparency platform that will provide those interested with access to Town financial information; including salary detail, vendor information and general ledger transactions. I look forward to launching Andover Transparency and Andover Visual Budget.

Conclusion

We remain committed to meeting the expectations of Andover residents. The FY 2018 Recommended Budget is reflective of our collective efforts to provide exceptional services and of our commitment to continue working towards improving our community. The Administration and Senior Management Team will continue to work collaboratively to develop creative approaches that will position the Town to effectively confront our complex challenges and to improve and enhance services within the constraints of our available resources.

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

I would like to thank the Board of Selectmen for its leadership and policy direction as it relates to the development of the FY 2018 Budget. I want to recognize the Town's Department and Division Heads for their professionalism and commitment to the process. Both their input and institutional knowledge of their departments and the organization proved to be invaluable. I would like to thank Superintendent of Schools Sheldon Berman and Assistant Superintendent of Finance and Administration Paul Szymanski for the timely submission of the school budget request. I want to recognize Executive Assistant Wendy Adams and Executive Secretary Christine Barraford for all of their assistance and support in facilitating the work that goes into developing the budget. I am most of all indebted to Deputy Town Manager John S. Mangiaratti and Finance Director Donna Walsh who worked nights and weekends to prepare and ensure the quality of this document.

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

Respectfully Submitted,



Andrew P. Flanagan
Town Manager

SECTION 3



EXECUTIVE BUDGET SUMMARY

EXECUTIVE BUDGET SUMMARY

THE OVERALL BUDGET

The FY-2018 Town Manager's Recommended Budget totals \$181,679,548. This sum represents a \$2,985,293 or 1.67% increase over the FY-2017 final Approved Budget of \$178,694,255. The sum of \$174,691,780 is currently being recommended for the Article 4 Operating Budget, which includes the budgets for all Town Departments, the School Department, Water and Sewer Enterprises, and Fixed/Shared Obligations. An additional sum of \$7,987,768 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles.

TOWN DEPARTMENTS

The FY-2018 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$39,632,103. This represents a \$1,194,704 or 3.11% increase over the FY-2017 appropriation of \$38,437,389. This budget recommendation includes Personal Services and Operating Expenses for all Town departments. The FY-2018 Recommended Budgets for the Water and Sewer Enterprises are \$5,070,153 and \$2,797,385 respectively.

SCHOOL DEPARTMENT

The Town Manager's FY-2018 Recommended Budget for the School Department is \$79,143,171. This sum represents a \$3,043,968 or 4.00% increase over the FY-2017 appropriation of \$76,099,203. The Town Manager has not yet had the opportunity to review the School Superintendent's budget request in detail, which will be subject to review by the School Committee, Finance Committee, and Board of Selectmen prior to the 2017 Annual Town Meeting in May. A summary of the School Department budget is included in the School Budget section herein.

FIXED COSTS AND OBLIGATIONS

Regional High Schools. For FY-2018, the sum of \$610,000 is being budgeted to cover the estimated expenses of Andover students enrolled in both the Greater Lawrence Technical High School and the Essex North Shore Agricultural and Technical School. This is a preliminary estimate and will change when the two Regional School Committees vote on their appropriations in the coming months.

Debt Service. The sum of \$14,048,907 is recommended for Debt Service in FY-2018. The debt service for several School Building projects and the Public Safety Center is financed through Proposition 2½ debt exclusions. Most of the decrease in the FY-2018 amount is due to a final payment for school exempt debt made in FY-2017. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges.

Employee Health Insurance. The sum of \$19,257,000 is recommended for FY-2018. This figure provides for an 8% potential rate increase, as well as for an additional number of new subscribers and

EXECUTIVE BUDGET SUMMARY

retirees in FY-2018. It also includes the health insurance for retired teachers, which was previously provided by the state Group Insurance Commission (GIC). This preliminary amount is subject to change based on the results of the rate setting process currently underway.

Retirement Fund. The sum of \$9,428,488 is recommended for FY-2018. This appropriation represents a \$1,067,504 or 12.77% increase over FY-2017. It reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2032 using a discount rate of 7.25%. The retirement system will undergo its next bi-annual actuarial update as of January 1, 2018, which will provide updated cost projections going forward. The results of the updated report will determine the appropriation levels for FY-2019 & FY-2020.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Projects Fund appropriation for FY-2018 totals \$3,678,875 and is based on allocating 5.5% of adjusted revenues to this purpose. A summary of the proposed FY-2018 CIP is included in the back of this document.

WARRANT ARTICLES & OFFSET EXPENDITURES

Other Town financial warrant articles included in the overall budget are estimated at this time to total \$1,252,000 for FY-2018. Offset Expenditures are proposed at \$4,021,666 to be funded through a combination of Offset Local Revenues and Other Available Funds.

REVENUES

At this time it is projected that the total revenue and other funding sources available and recommended for the FY-2018 Budget is \$181,679,548. Property taxes account for 76.9% of the Town's total revenue sources available to fund the FY-2018 budget. Local revenues sources account for 6.3% of the budgeted revenues, while State Aid contributes 6.7%, and Water and Sewer receipts 7.8%. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

Property Taxes. FY-2018 Property Taxes are recommended at \$135,716,903. This is a 4.89% increase over the FY-2017, and includes \$300,000 in unused levy capacity. There is also an additional \$4.0 million of property taxes attributed to the Proposition 2½ debt exemptions for previously approved building projects. New Growth has been estimated at \$2,039,798 for FY-2018, representing a five-year average.

State Aid. The sum of \$12,149,038 is included in revenues to reflect Andover's estimated State Aid for FY-2018. This reflects an \$860,803 or 6.62% decrease over the Town's FY-2017 State Aid of \$13,009,841. The decrease in State Aid is attributable to the final payment from the Massachusetts School Building Authority (MSBA). FY-2018 State Aid revenue, net of the MSBA receipts, is increasing by \$281,300 or 2.37% over FY-2017.

EXECUTIVE BUDGET SUMMARY

Local Revenues. Local revenues are projected at \$13,640,830 for FY-2018. This figure includes \$2,148,530 of departmental retained receipts used to offset their budgets. The Local Revenue figure reflects modest up-ticks in several categories to due to additional activity in licenses and permits and motor vehicle excise taxes.

Water and Sewer Enterprise Funds. The Water and Sewer Enterprise revenues are projected at \$14,258,789 for FY-2018.

Free Cash. The Town's Free Cash that will be available for the 2017 Annual Town Meeting is estimated at \$4 million. The Recommended FY-2018 Budget proposes to appropriate \$500,000 from Free Cash for capital projects. There is no use of Free Cash being proposed to support operating budgets.

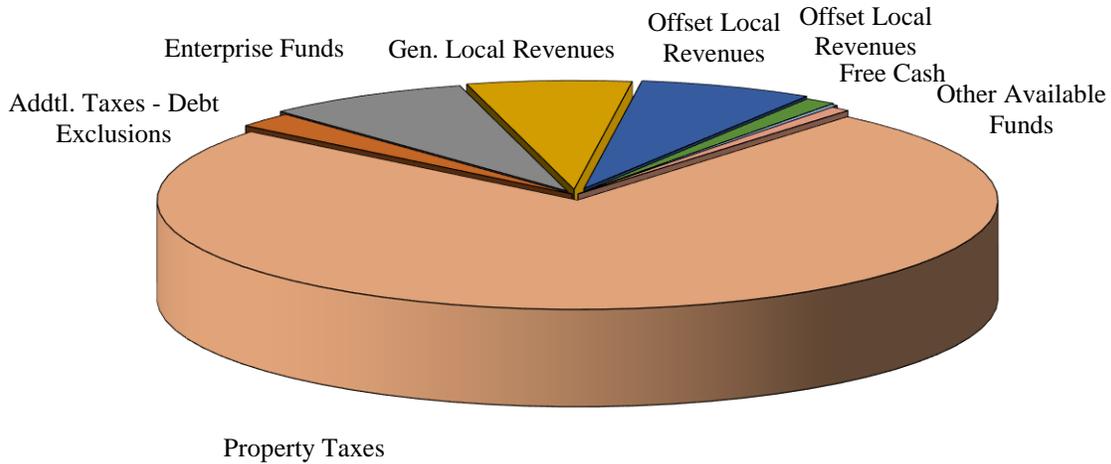
TOTAL FY18 RECOMMENDED BUDGET SUMMARY

<u>REVENUES</u>	<u>FY2017</u> <u>Approved</u>	<u>FY2018</u> <u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
Property Taxes	\$129,385,935	\$135,716,903	\$6,330,968	4.89%
Addtl. Taxes - Debt Exclusion	\$3,597,424	\$4,040,852	\$443,428	12.33%
State Aid	\$13,009,841	\$12,149,038	(\$860,803)	-6.62%
General Local Revenues	\$10,997,428	\$11,492,300	\$494,872	4.50%
Water & Sewer Enterprises	\$13,830,928	\$14,258,789	\$427,861	3.09%
Offset Dept Revenues	\$2,070,000	\$2,148,530	\$78,530	3.79%
Other Avail. Funds - Budget	\$750,561	\$558,136	(\$192,425)	-25.64%
Other Avail. Funds - Articles	\$1,259,138	\$815,000	(\$444,138)	-35.27%
Free Cash	<u>\$3,793,000</u>	<u>\$500,000</u>	<u>(\$3,293,000)</u>	<u>-86.82%</u>
	\$178,694,255	\$181,679,548	\$2,985,293	1.67%

<u>EXPENSES</u>	<u>FY2017</u> <u>Approved</u>	<u>FY2018</u> <u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
School Department	\$76,099,203	\$79,143,171	\$3,043,968	4.00%
Town Departments	\$38,437,389	\$39,632,103	\$1,194,714	3.11%
Health Insurance & RMTs	\$17,905,037	\$19,257,000	\$1,351,963	7.55%
Debt Service	\$14,790,396	\$14,048,907	(\$741,489)	-5.01%
Retirement	\$8,360,984	\$9,428,488	\$1,067,504	12.77%
Water & Sewer	\$7,670,495	\$8,167,538	\$497,043	6.48%
Other Obligations	\$4,512,606	\$4,922,936	\$410,330	9.09%
Capital Projects Fund	\$3,440,000	\$3,678,875	\$238,875	6.94%
Offset Expenditures	\$2,070,000	\$2,148,530	\$78,530	3.79%
Warrant Articles	<u>\$5,408,145</u>	<u>\$1,252,000</u>	<u>(\$4,156,145)</u>	<u>-76.85%</u>
	\$178,694,255	\$181,679,548	\$2,985,293	1.67%

EXECUTIVE BUDGET SUMMARY

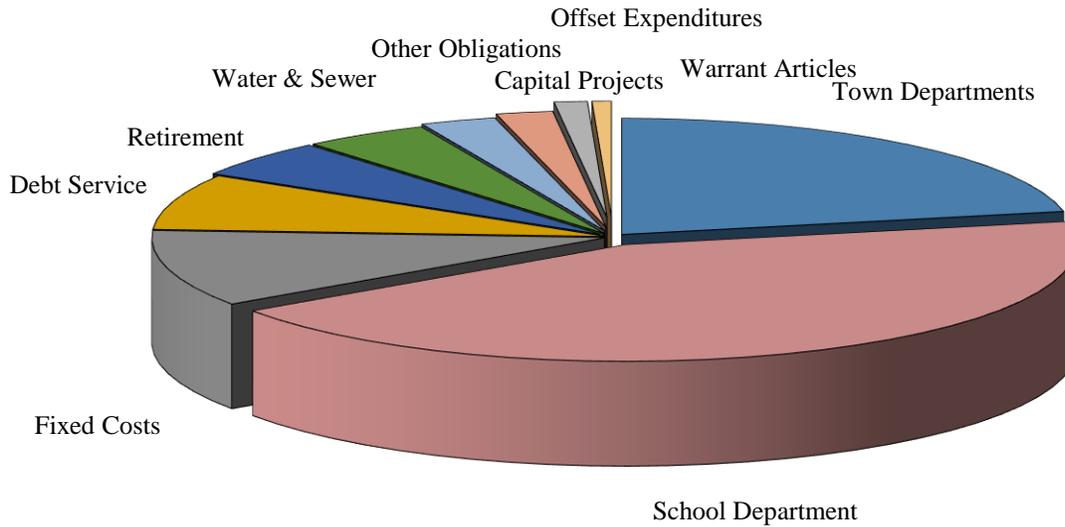
SOURCES OF FUNDS - FY2018



Property Taxes	\$135,716,903	74.7%
Additional Taxes - Debt Exclusions	\$4,040,852	2.2%
Enterprise Funds	\$14,258,789	7.8%
Gen. Local Revenues	\$11,492,300	6.3%
State Aid	\$12,149,038	6.7%
Offset Local Revenues	\$2,148,530	1.2%
Free Cash	\$500,000	0.3%
Other Available Funds	<u>\$1,373,136</u>	0.7%
	\$181,679,548	100.0%

EXECUTIVE BUDGET SUMMARY

USES OF FUNDS - FY2018



Town Departments	\$39,632,103	21.81%
School Department	\$79,143,171	43.56%
Health Insurance	\$19,257,000	10.60%
Debt Service	\$14,048,907	7.73%
Retirement	\$9,428,488	5.19%
Water & Sewer	\$8,167,538	4.50%
Other Obligations	\$4,922,936	2.71%
Capital Projects	\$3,678,875	2.02%
Offset Expenditures	\$2,148,530	1.18%
Warrant Articles	\$1,252,000	0.69%
	\$181,679,548	100.0%

EXECUTIVE BUDGET SUMMARY

OTHER APPROPRIATION ARTICLES

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

From Free Cash

Supplemental Appropriations – FY2017 Budget	?
Free Cash for the FY2018 Budget	\$0
Appropriations to fund two capital requests (TM-2 and TM-4)	\$500,000

From Taxation

Jerry Silverman Fireworks	\$14,000
Elderly/Disabled Transportation Program	\$12,000
Support for Civic Events	\$5,000

From General Fund Borrowing

Fire Apparatus Replacement – Ambulance 2	\$270,000
Safety and Communications Upgrade	\$300,000
Town Building & Facility Maintenance	\$320,000
Town and School Energy Initiatives	\$420,000
Public Works Vehicles-Large	\$450,000
Enmore St Reconstruction	\$655,000
School Building Maintenance & Renovation	\$770,000
High Plain/Woodhill Air Condition Upgrade	\$775,000
Municipal Services Facility	\$17,500,000

From Special Dedicated Funds

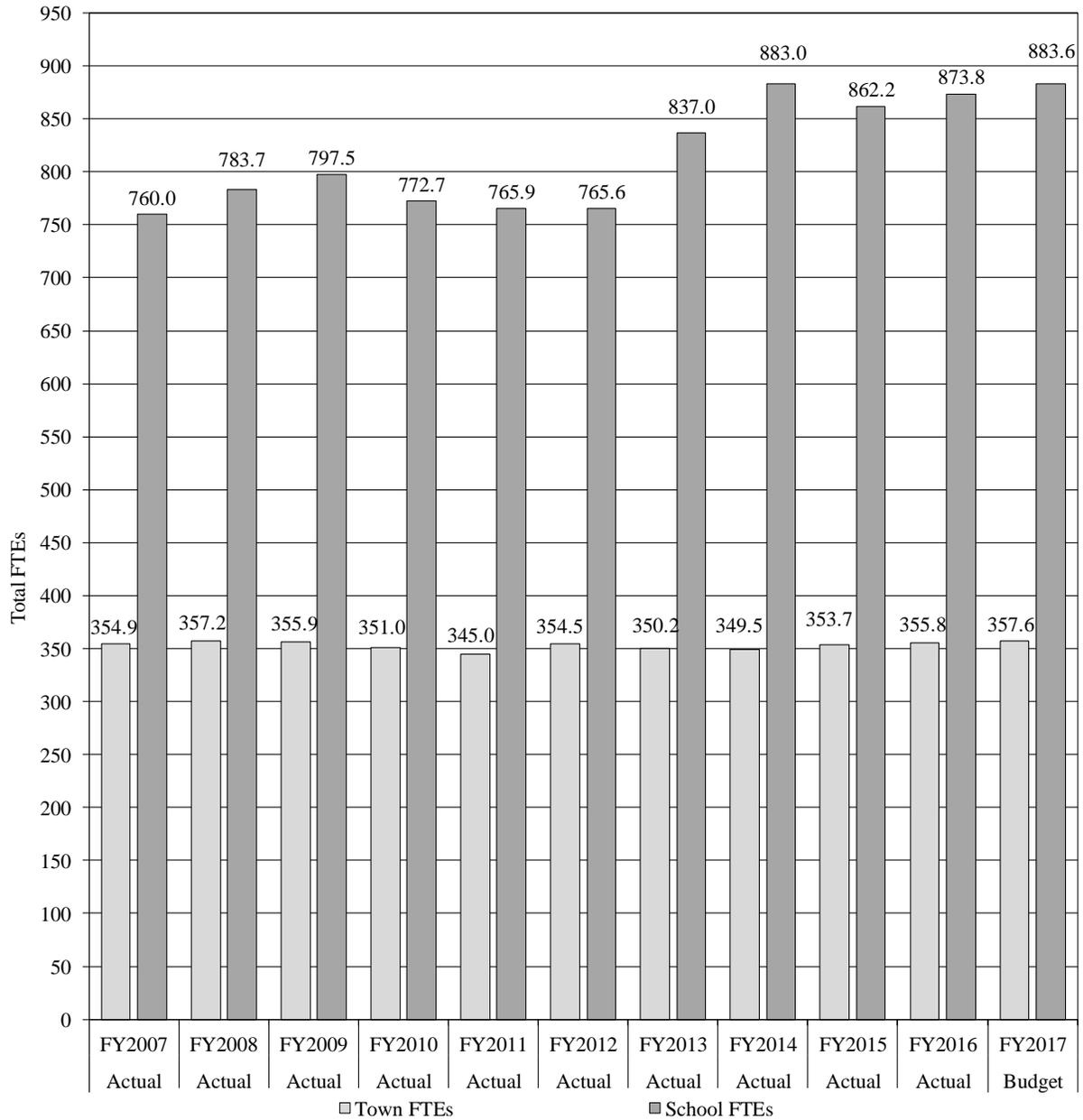
Parking Study Implementation (Parking Fund)	\$123,000
Rec Park/Pomps Pond Security Monitoring System (Cable)	\$65,000
Selectmen and SC Room Upgrades (Cable)	\$50,000
Redundant Fiber (Cable)	\$300,000
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000

From Water & Sewer Enterprise Funds

Water & Sewer Vehicles (Water Reserves)	\$100,000
Water Main Replacement Projects (Water Borrowing)	\$3,000,000
Hydrant Replacement Program (Water Reserves)	\$100,000
Water Treatment Plant Electrical Substation (Water Borrowing)	\$500,000
Bancroft High Lift Pumps (Water Borrowing)	\$750,000
Minor Sanitary Sewer Collections System Improvements (Sewer Reserves)	\$50,000
Enmore St Reconstruction (Water Reserves)	\$50,000
Enmore St Reconstruction (Sewer Re-Purpose Borrowing)	\$525,000
Water Treatment Plant Heating System (Water Borrowing)	\$300,000

EXECUTIVE BUDGET SUMMARY

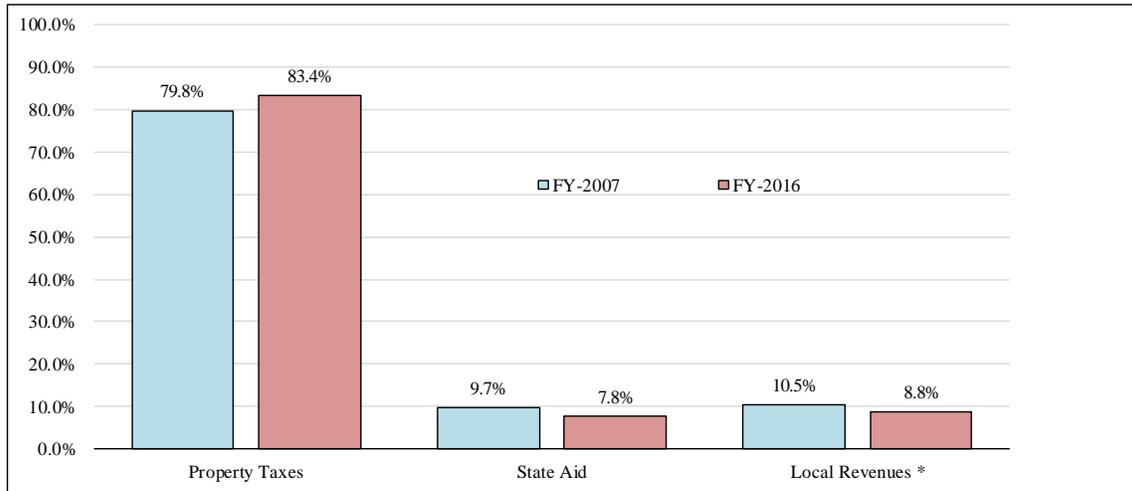
Town & School Employees (FTEs) FY2007 - FY2017



	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Actual FY2016	Budget FY2017	Budget FY2018	Actual 10-YR FTE Change
Town FTEs	354.9	357.2	355.9	351.0	345.0	354.5	350.2	349.5	353.7	355.8	357.6	359.5	4.6
School FTEs	760.0	783.7	797.5	772.7	765.9	765.6	837.0	883.0	862.2	873.8	883.6	894.3	134.3
Total FTEs	1,114.9	1,140.9	1,153.4	1,123.7	1,110.8	1,120.1	1,187.2	1,232.5	1,215.9	1,229.6	1,241.2	1,253.8	138.9

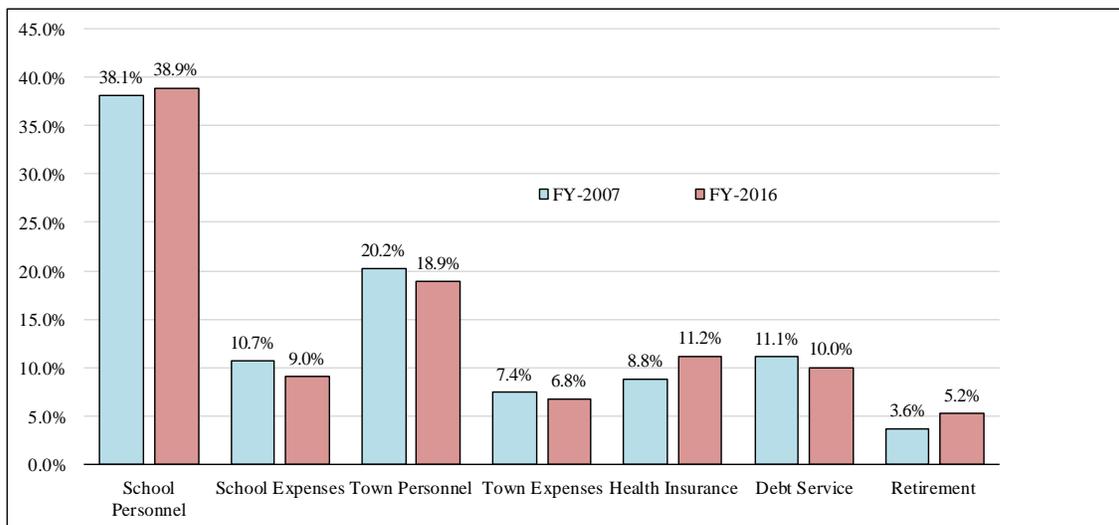
EXECUTIVE BUDGET SUMMARY

10 Year Proportional Change to Major Gen. Fund Revenues FY-2007 - FY-2016



Major Gen. Fund Revenues	FY-2007	Pct. %	FY-2016	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$90,261,283	79.8%	\$129,385,935	83.4%	\$39,124,652	43.3%	\$3,912,465	4.3%
State Aid	\$11,016,868	9.7%	\$12,149,038	7.8%	\$1,132,170	10.3%	\$113,217	1.0%
Local Revenues *	<u>\$11,829,621</u>	10.5%	<u>\$13,640,830</u>	8.8%	<u>\$1,811,209</u>	15.3%	<u>\$181,121</u>	1.5%
* Including Dept. Offset Receipts	\$113,107,772	100.0%	\$155,175,803	100.0%	\$42,068,031		\$4,206,803	

10 Year Proportional Change to Major Gen. Fund Expenditures FY-2007 - FY-2016



Major G.F. Expenditures	FY-2007	Pct. %	FY-2016	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$42,989,460	38.1%	\$59,508,117	38.9%	\$16,518,657	38.4%	\$1,651,866	3.8%
School Expenses	\$12,075,301	10.7%	\$13,788,474	9.0%	\$1,713,173	14.2%	\$171,317	1.4%
Town Personnel	\$22,741,568	20.2%	\$28,880,973	18.9%	\$6,139,405	27.0%	\$613,941	2.7%
Town Expenses	\$8,348,392	7.4%	\$10,381,836	6.8%	\$2,033,444	24.4%	\$203,344	2.4%
Health Insurance	\$9,956,000	8.8%	\$17,052,416	11.2%	\$7,096,416	71.3%	\$709,642	7.1%
Debt Service	\$12,509,042	11.1%	\$15,296,304	10.0%	\$2,787,262	22.3%	\$278,726	2.2%
Retirement	<u>\$4,111,283</u>	<u>3.6%</u>	<u>\$7,946,015</u>	<u>5.2%</u>	<u>\$3,834,732</u>	93.3%	<u>\$383,473</u>	9.3%
	\$112,731,046	100.0%	\$152,854,135	100.0%	\$40,123,089		\$4,012,309	

EXECUTIVE BUDGET SUMMARY

STATE AID AND ASSESSMENTS

	FINAL <u>FY2013</u>	FINAL <u>FY2014</u>	FINAL <u>FY2015</u>	FINAL <u>FY2016</u>	FINAL <u>FY2017</u>	ESTIMATE <u>FY2018</u>
<u>STATE AID</u>						
Chapter 70 Education Aid	7,950,343	8,465,632	9,042,864	9,191,614	9,768,234	10,000,476
School Construction Reimb SBAB	1,551,447	1,551,356	1,551,356	1,551,356	1,142,103	-
Charter Tuition Assessment Reimbursement	8,256	12,667	21,637	4,465	8,037	11,735
Reserved for School Lunch and Libraries	64,413	69,728	77,836	46,140	44,964	45,830
State Owned Property	196,254	200,144	210,663	210,663	208,157	208,157
Exemptions/Vet,Blind,Surviving Spouse	44,016	44,385	42,050	41,306	41,767	39,318
Veterans Benefits	74,459	86,459	81,374	77,771	78,521	58,460
General Government Aid	<u>1,511,358</u>	<u>1,547,083</u>	<u>1,589,987</u>	<u>1,647,227</u>	<u>1,718,058</u>	<u>1,785,062</u>
TOTAL	11,400,546	11,977,454	12,617,767	12,770,542	13,009,841	12,149,038
<u>ASSESSMENTS</u>						
Retired Teachers Health Insurance *	1,954,609	2,235,835	214,134	-	-	-
Mosquito Control Projects	114,084	115,646	116,017	116,150	128,144	120,331
Air Pollution Districts	12,490	13,059	13,129	13,272	13,604	13,890
RMV Non-Renewal Surcharge	35,400	34,760	36,740	36,740	36,740	31,020
MBTA	85,343	78,730	51,749	58,657	35,280	3,731
Merrimack Valley Regional Transit Authority	130,460	138,792	170,867	167,309	192,075	227,075
Special Education	13,834	14,384	14,395	15,602	16,226	25,132
School Choice Sending Tuition	5,000	5,000	6,700	26,467	38,500	67,600
Charter School Sending Tuition	43,895	47,613	77,765	214,973	152,848	145,409
Essex Tech Inst. Sending Tuition **	<u>87,325</u>	<u>125,532</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	2,482,440	2,809,351	701,496	649,170	613,417	634,188
NET STATE AID	8,918,106	9,168,103	11,916,271	12,121,372	12,396,424	11,514,850

SECTION 4



OPERATING BUDGET REQUESTS FY2018

**ARTICLE 4
FY2018
OPERATING BUDGET**

				2/10/17
LINE DEPARTMENT ITEM	EXPENDED FY2015	EXPENDED FY2016	BUDGET FY2017	TM REC FY2018
<u>PUBLIC SAFETY</u>				
1 PERSONAL SERVICES	14,379,487	14,138,208	14,378,319	14,446,333
2 OTHER EXPENSES	<u>1,460,231</u>	<u>1,572,579</u>	<u>1,617,864</u>	<u>1,574,390</u>
TOTAL	15,839,718	15,710,787	15,996,183	16,020,723
<i>Includes \$170,816 Parking Receipts; \$75,000 Detail Fees; and \$1,300,000 Ambulance Collections</i>				
<u>GENERAL GOVERNMENT / IT / CD&P</u>				
3 PERSONAL SERVICES	5,213,176	5,787,642	5,689,633	5,744,762
4 OTHER EXPENSES	<u>1,704,424</u>	<u>1,778,376</u>	<u>2,038,379</u>	<u>2,109,131</u>
TOTAL	6,917,600	7,566,018	7,728,012	7,853,893
<i>Includes \$25,000 Wetland Filing Fees</i>				
<u>MUNICIPAL SERVICES (DPW/P&F)</u>				
5 PERSONAL SERVICES	4,980,229	5,308,633	5,365,929	5,537,270
6 OTHER EXPENSES	<u>6,422,457</u>	<u>5,759,509</u>	<u>5,927,979</u>	<u>6,299,099</u>
TOTAL	11,402,686	11,068,142	11,293,908	11,836,369
<i>Includes \$47,600 Rental Receipts, \$46,000 Cemetery Revenue and \$8,000 AYF Gift</i>				
<u>LIBRARY</u>				
7 PERSONAL SERVICES	1,979,611	2,079,190	2,063,922	2,011,697
8 OTHER EXPENSES	<u>620,038</u>	<u>649,629</u>	<u>671,575</u>	<u>655,825</u>
TOTAL	2,599,649	2,728,819	2,735,497	2,667,522
<u>COMMUNITY SERVICES DEPARTMENT</u>				
9 PERSONAL SERVICES	1,383,323	1,567,300	1,550,246	1,642,941
10 OTHER EXPENSES	<u>583,182</u>	<u>621,743</u>	<u>656,045</u>	<u>649,485</u>
TOTAL	1,966,505	2,189,043	2,206,291	2,292,426
<i>Includes \$582,930, \$4,482 and \$38,000 in User Fees, \$59,000 Grants and \$22,000 AYF Gift</i>				
<u>UNCLASSIFIED</u>				
11 COMPENSATION FUND	-	-	612,500	1,140,000
12 RESERVE FUND	inc above	inc above	<u>200,000</u>	<u>200,000</u>
TOTAL			812,500	1,340,000
<u>TOWN DEPTS. TOTAL</u>				
PERSONAL SERVICES	27,935,826	28,880,973	29,660,549	30,523,003
OTHER EXPENSES	10,790,332	10,381,836	11,111,840	11,487,930
<i>Less Budgeted Revenues</i>	<u>(2,317,011)</u>	<u>(2,520,801)</u>	<u>(2,335,000)</u>	<u>(2,378,828)</u>
NET TOTAL	36,409,147	36,742,008	38,437,389	39,632,103

**ARTICLE 4
FY2018
OPERATING BUDGET**

2/10/17				
LINE DEPARTMENT ITEM	EXPENDED FY2015	EXPENDED FY2016	BUDGET FY2017	TM REC FY2018
<u>ANDOVER SCHOOL DEPT</u>				
	57,594,012	59,508,117	62,088,111	64,360,536
	<u>13,310,440</u>	<u>13,788,474</u>	<u>14,011,092</u>	<u>14,782,635</u>
13 TOTAL	70,904,452	73,296,591	76,099,203	79,143,171

LINE DEPARTMENT ITEM	EXPENDED FY2015	EXPENDED FY2016	BUDGET FY2017	TM REC FY2018
<u>SEWER</u>				
14 PERSONAL SERVICES	302,826	307,369	297,869	313,280
15 OTHER EXPENSES	<u>2,012,226</u>	<u>2,023,087</u>	<u>2,394,092</u>	<u>2,484,105</u>
TOTAL	2,315,052	2,330,456	2,691,961	2,797,385
<u>WATER</u>				
16 PERSONAL SERVICES	1,865,244	2,035,391	1,921,116	1,969,534
17 OTHER EXPENSES	<u>2,571,106</u>	<u>2,974,254</u>	<u>3,067,745</u>	<u>3,100,619</u>
TOTAL	4,436,350	5,009,645	4,988,861	5,070,153
TOTAL	6,751,402	7,340,101	7,680,822	7,867,538

LINE DEPARTMENT ITEM	EXPENDED FY2015	EXPENDED FY2016	BUDGET FY2017	TM REC FY2018
<u>OBLIGATIONS</u>				
18 TECHNICAL SCHOOLS	456,521	569,335	610,000	610,000
19 DEBT SERVICE	14,847,201	15,296,304	14,790,396	14,048,907
20 GENERAL INSURANCE	774,757	732,553	783,831	901,405
21 UNEMPLOYMENT COMP.	320,000	158,000	160,000	160,000
22 RETIREMENT FUND	6,207,276	7,946,015	8,360,984	9,428,488
23 HEALTH INSURANCE FUND	15,670,957	17,052,416	17,905,037	19,257,000
24 OPEB	<u>400,000</u>	<u>500,000</u>	<u>1,127,572</u>	<u>1,264,338</u>
TOTAL	38,676,712	42,254,623	43,737,821	45,670,138
<i>Includes \$321,838 from Cable Funds</i>				

GRAND TOTAL	155,058,724	162,154,124	168,290,235	174,691,780
Less Budgeted Revenues	<u>(2,653,649)</u>	<u>(2,857,439)</u>	<u>(2,814,561)</u>	<u>(2,700,666)</u>
NET TOTAL	152,405,075	159,296,685	165,475,674	171,991,114

TOWN MODERATOR / BOARD OF SELECTMEN

Town Moderator

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

TOWN MODERATOR GENERAL GOVERNMENT	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
TOWN MODERATOR SALARY					
5130 PART TIME	250	250	250	250	250
SUBTOTAL	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>
TOTAL TOWN MODERATOR	250	250	250	250	250

Board of Selectmen

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

BOARD OF SELECTMEN GENERAL GOVERNMENT	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
SELECTMAN SALARIES					
5130 PART TIME	20,665	16,988	19,000	19,000	19,000
SUBTOTAL	20,665	16,988	19,000	19,000	19,000
SELECTMAN EXPENSES					
5295 OTHR SVCS	3,837	1,198	500	-	-
5310 OFFICE SUP	159	78	150	150	150
5700 UNCLAS EXP	11,736	273	4,000	4,500	4,500
5710 TRAVEL	-	593	1,500	1,500	1,500
5730 DUES/SUBSCRIPTIONS	7,033	7,174	7,500	7,800	7,800
SUBTOTAL	<u>22,765</u>	<u>9,316</u>	<u>13,650</u>	<u>13,950</u>	<u>13,950</u>
TOTAL BOARD OF SELECTMEN	43,430	26,304	32,650	32,950	32,950

FINANCE COMMITTEE

Finance Committee Description

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

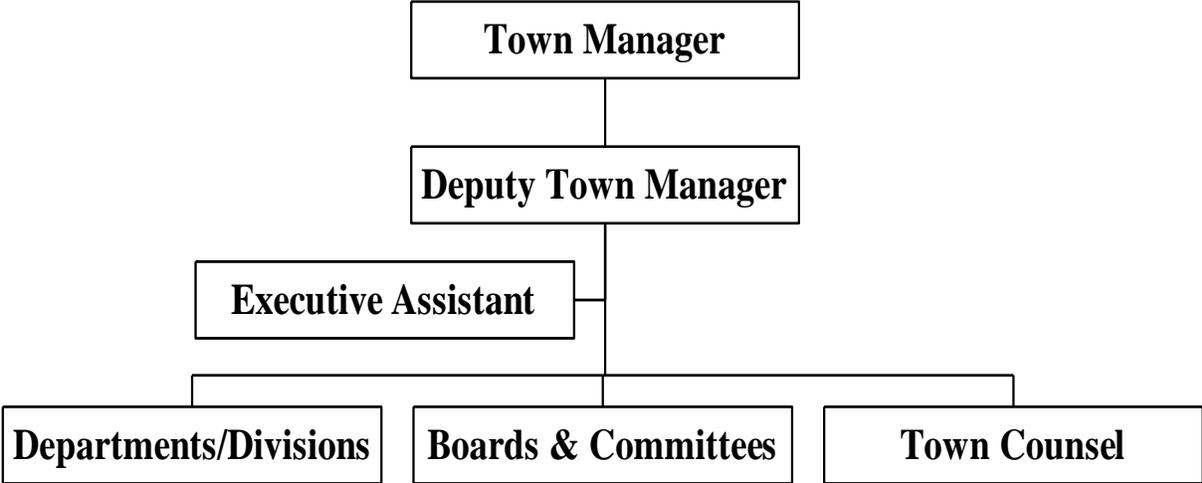
FINANCE COMMITTEE	FY2015	FY2016	FY2017	FY2018	FY2018
GENERAL GOVERNMENT	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
FINANCE COMMITTEE EXPENSES					
5225 POSTAGE	4,767	4,509	6,200	6,200	6,200
5270 PRINTING	18,379	16,765	20,000	20,000	20,000
5295 OTHER SERVICES	-	360	-	-	-
5310 OFFICE SUP	4	-	100	100	100
5730 DUES/SUBSCRIPTIONS	578	498	600	600	600
SUBTOTAL	<u>23,728</u>	<u>22,132</u>	<u>26,900</u>	<u>26,900</u>	<u>26,900</u>
TOTAL FINANCE COMMITTEE	23,728	22,132	26,900	26,900	26,900

TOWN MANAGER



Mission Statement

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



TOWN MANAGER

Department Description

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

FY2018 Objectives as Outlined in the Approved Fiscal Year 2017 Strategic Priorities

Goal/Priority	Deliverable
Multi-year Financial plan	Work with the Town Manager, Finance Committee and School Committee to develop and maintain multi-year financial plan
Efficiency of Services	Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used
Intergovernmental Relations	Work with Legislative Delegation to advocate for the appropriate allocation and distribution of state resources
Collective Bargaining	Support the Town Manager in negotiating successor agreements with collective bargaining units
Water Loss	Identify and resolve issues that have led to the reporting of high volumes of unaccounted for water
Outsourcing Opportunities	Analyze the feasibility of using contracted services for water treatment services and printing services
Comprehensive Review of Financial Policies and Cost Allocations	Convene Task Force to begin reviewing Financial Policies, examine cost allocation for Human Resources and Information Technology Departments and incorporate new cost allocations into FY 2018 budget
Tax Policy Roadmap	Evaluate feasibility of presenting preliminary estimate for the tax rate in September/October 2016
OPEB Advisory Committee	Continue to review recommendations and consider next phase of reform
Voluntary Contributions (PILOT)	Discuss potential PILOT agreements as necessary
Facility Master Plan	Work with the Town Manager & School Department to review Facility Master Plan and develop financing plan for implementation for both non-exempt and exempt projects
Efficiency in CIP Projects	Encourage departments to submit CIP requests that promote operational efficiencies, in addition to safety, etc
CIP Planning	Support the Town Manager in the establishment of a sustainable CIP funding model and an annual spending target for Non-Exempt Capital
Permanent Town Building Advisory Committee	Establish framework and composition of committee
Construction of a new Municipal Services Facility	Support the Town Manager and the newly established Permanent Town Building Advisory Committee in overseeing the design and engineering phase of the Municipal Services Facility Project
Ballardvale Fire Station	Continue to explore renovation and replacement options and proceed with design
Shawsheen School Future Use	Explore potential reuses of the Shawsheen School that includes the potential revenue from fees for service to fund renovations
Playing Fields	Examine capacity and utilization
Sewer Expansion Study	Complete study and discuss & adopt recommendations
Ledge Road Landfill	Proceed with MEPA process
Training for Appointed Board Members	Develop training program for new members
Staff development, recruitment and retention	Support the Town Manager in developing staff development programs and in the recruitment and retention of highly qualified personnel.
BOS Policy Update	Revised Policy Manual

TOWN MANAGER

TOWN MANAGER	FTE	FTE	FTE	REQ	TMREC	TMREC
	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2018</u>	<u>FY2018</u>
Town Manager	1.0	1.0	1.0	1.0	1.0	196,000
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	134,640
Executive Assistant	1.0	1.0	1.0	1.0	1.0	70,682
Meeting Recording Secretary	-	-	-	-	-	2,000
	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>403,322</u>

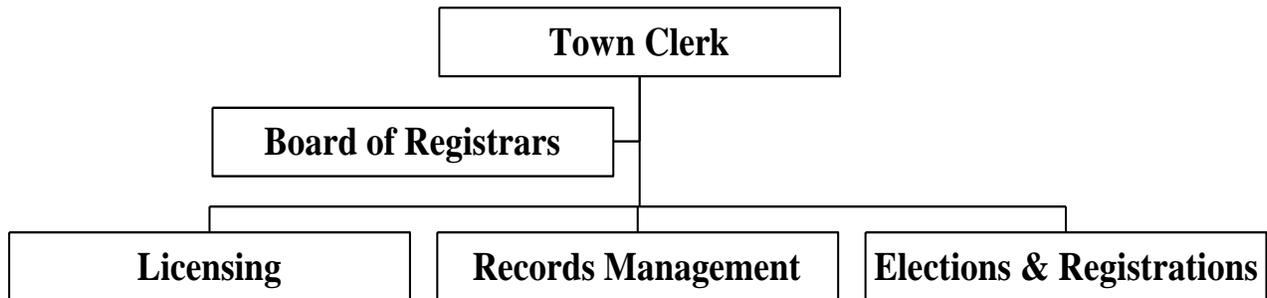
TOWN MANAGER	FY2015	FY2016	FY2017	FY2018	FY2018
GENERAL GOVERNMENT	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
TOWN MANAGER SALARIES					
5110 REG WAGES	394,768	339,572	378,854	401,322	401,322
5120 OVERTIME	4,523	5,956	2,600	2,600	2,600
5130 PART-TIME	-	-	2,000	2,000	2,000
5187 RETRO WAGES	-	4,971	-	-	-
SUBTOTAL	<u>399,291</u>	<u>350,499</u>	<u>383,454</u>	<u>405,922</u>	<u>405,922</u>
TOWN MANAGER EXPENSES					
5270 PRINTING	2,220	2,343	3,000	2,500	2,500
5231 TRANSPORTATION ALLOWANCE	-	6,000	6,000	9,000	9,000
5291 RENTALS EQUIPMENT	-	21	-	-	-
5295 OTHR SVCS	5,827	17,186	8,000	8,000	8,000
5310 OFFICE SUP	5,434	4,197	1,000	500	500
5394 SUPPLIES/BOOKS	165	636	200	200	200
5710 TRAVEL IN-STATE	-	4,074	4,500	5,000	5,000
5715 PROFESSIONAL DEVELOPMENT	657	80	4,000	12,000	12,000
5720 TRAVEL OUT-OF-STATE	-	2,374	-	5,000	5,000
5730 DUES/SUBSCRIPTIONS	3,526	1,582	3,300	3,500	3,500
SUBTOTAL	<u>17,829</u>	<u>38,493</u>	<u>30,000</u>	<u>45,700</u>	<u>45,700</u>
TOTAL TOWN MANAGER	417,120	388,992	413,454	451,622	451,622

TOWN CLERK



Mission Statement

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



TOWN CLERK

Department Description

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

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

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

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

The Goals of the Town Clerk's Office are:

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

FY2018 Objectives

ELECTIONS & TOWN MEETINGS

- To manage the March 2018 Annual Town Election
- To manage the 2018 Annual Town Meeting.
- To manage any Special Town Meetings or Special Elections which may be called during this fiscal year
- To continue to recruit and train election workers in election procedures, rules and regulations.
- To be proactive in community outreach in the areas of census and voter registration.
- To continue review of our election procedures to provide cost efficient elections.
- To monitor progress of proposed legislation; be prepared to implement any changes in election laws and procedures.

RECORD MANAGEMENT

- To continue to work with Town offices on our record management program.
- To continue the scanning of vital records for electronic issuance.
- To implement the Vitals Information Partnership with the Registry of Vital Records and Statistics

TOWN LICENSING

- To continue educating and informing the public of licensing obligations and administrative procedures.
- Work with the Town to implement Town wide "View Permit" permitting/licensing system.

TRAINING

- To continue to provide office staff with computer training in data base programs and customer service

TOWN CLERK

skills.

COMMUNICATIONS

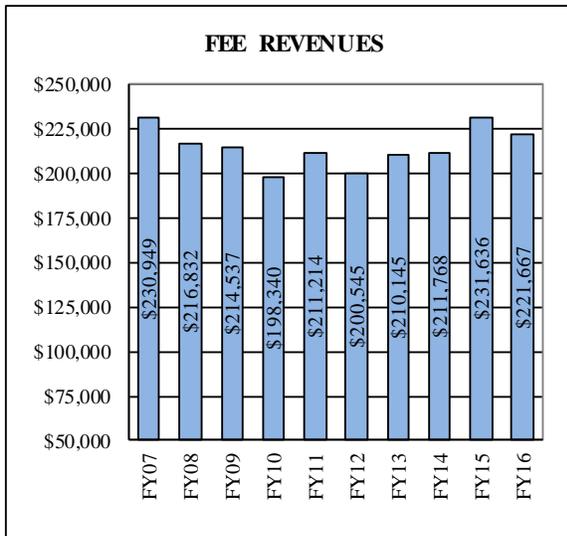
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, cable TV, newsletters and mailings that may be available from time to time.

CUSTOMER SERVICE

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

TOWN CLERK

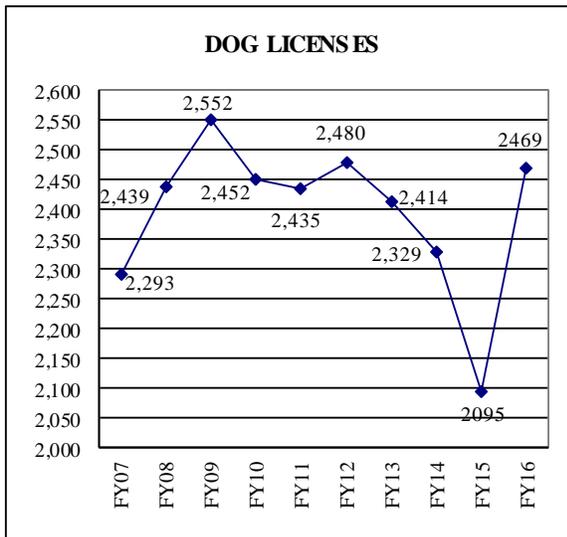
TOWN CLERK PERFORMANCE STATISTICS



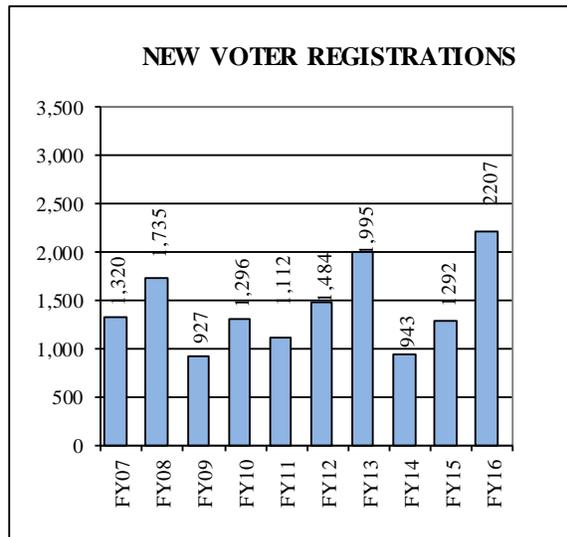
Benchmark (prior 3-yr avg):	\$217,850
Most Recent:	\$221,667
Change from Benchmark:	\$3,817
Change from Prior Year:	-\$9,969



Benchmark (prior 3-yr avg):	164
Most Recent:	172
Change from Benchmark:	8
Change from Prior Year:	8



Benchmark (prior 3-yr avg):	2,279
Most Recent:	2,469
Change from Benchmark:	190
Change from Prior Year:	374



Benchmark (prior 3-yr avg):	1,410
Most Recent:	2,207
Change from Benchmark:	797
Change from Prior Year:	915

TOWN CLERK

TOWN CLERK	FTE	FTE	FTE	REQ	TMREC	TMREC
	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2018</u>	<u>FY2018</u>
Town Clerk	1.0	1.0	1.0	1.0	1.0	102,989
Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	59,807
Records Specialist	1.0	1.0	1.0	1.0	1.0	58,484
Office Assistant III	1.0	1.0	1.0	1.0	1.0	57,917
Unclassified						11,842
	4.0	4.0	4.0	4.0	4.0	291,039

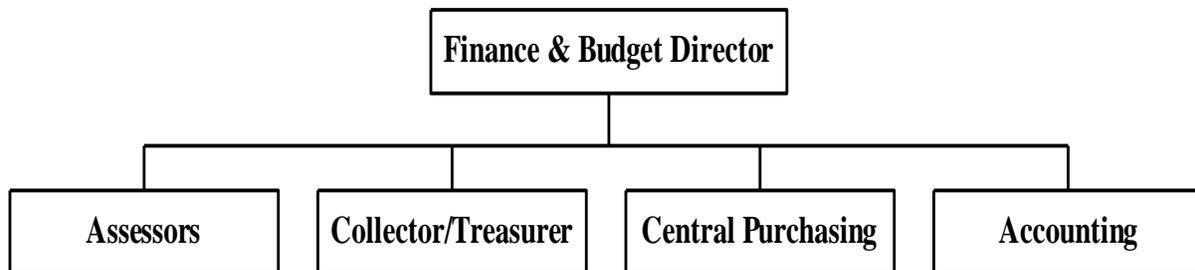
TOWN CLERK	FY2015	FY2016	FY2017	FY2018	FY2018
GENERAL GOVERNMENT	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
TOWN CLERK SALARIES					
5110 REG WAGES	283,608	287,807	305,936	291,039	291,039
5120 OVERTIME	5,454	6,959	11,360	5,500	5,500
5135 PT ELECT	35,750	33,706	51,936	18,662	18,662
5187 RETRO WAGES	-	12,243	-	-	-
SUBTOTAL	324,812	340,715	369,232	315,201	315,201
TOWN CLERK EXPENSES					
5225 POSTAGE	7,576	8,760	16,190	12,440	12,440
5250 ADVRTSNG	1,399	1,640	3,500	2,000	2,000
5270 PRINTING	13,535	14,333	16,125	16,125	16,125
5271 CREDIT CARD FEES	655	183	1,000	1,000	1,000
5282 REP-OFF EQ	3,975	6,792	9,480	10,180	10,180
5295 OTHR SVCS	39,397	34,832	28,090	18,470	18,470
5310 OFFICE SUP	1,987	2,257	4,000	3,000	3,000
5420 OFF EQUIP	1,767	1,500	2,800	21,800	2,800
5710 TRAVEL	432	656	2,000	2,000	2,000
5730 DUES/SUBSCRIPTIONS	370	520	1,066	1,396	1,396
SUBTOTAL	71,093	71,473	84,251	88,411	69,411
TOTAL TOWN CLERK	395,905	412,188	453,483	403,612	384,612

FINANCE AND BUDGET



Mission Statement

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



FINANCE AND BUDGET

Department Description

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

DIVISION: ADMINISTRATION & FINANCE

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

DIVISION: ACCOUNTING

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

DIVISION: ASSESSORS

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

DIVISION: COLLECTOR/TREASURER

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

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

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

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

DIVISION: CENTRAL PURCHASING

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

FY18 Objectives

FINANCE ADMINISTRATION:

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

FINANCE AND BUDGET

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

ACCOUNTING

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

ASSESSORS

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

COLLECTOR/TREASURER

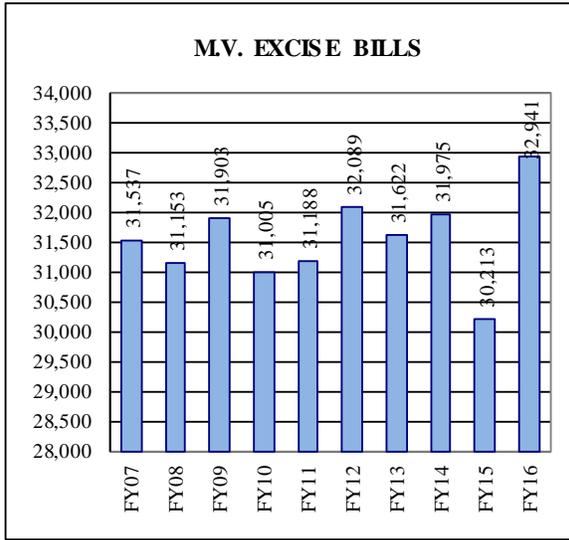
- ◆ To continue to provide courteous and prompt service to all of our taxpayers & ratepayers, including account reconciliations.
- ◆ Assist in the implementation of the "Paperless" purchase order system.
- ◆ Continued concentrated effort to collect and reduce delinquent tax title accounts.
- ◆ Continue to improve the implemented Cash Management Plan.
- ◆ Oversee that all current short term investments maximize investment income while meeting the requirements of our Investment Policy, and that cash flow is sufficient to meet the Town's needs..
- ◆ Assist in the implementation of the Water/Sewer Billing systems transition to Quarterly billing from the current Biannual billing cycle.

CENTRAL PURCHASING

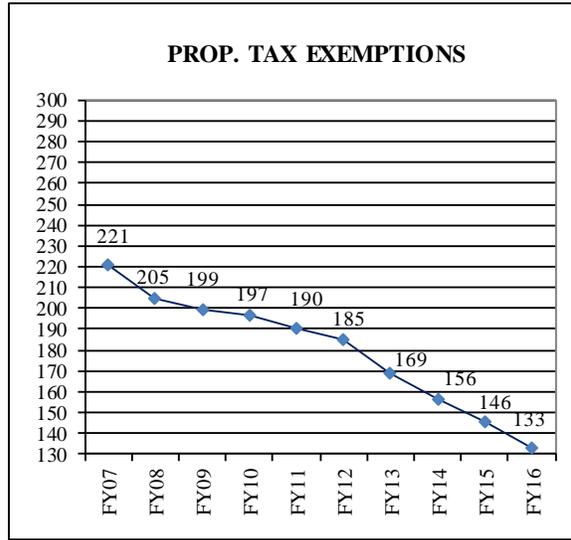
- ◆ To continue to guide departments, Town and School, in purchasing items under M.G.L.
- ◆ To encourage all departments to utilize the Commonwealth of Massachusetts State bid list, as well as other cooperative contracts, whenever it is beneficial to do so.
- ◆ To continue to streamline the purchasing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

FINANCE AND BUDGET

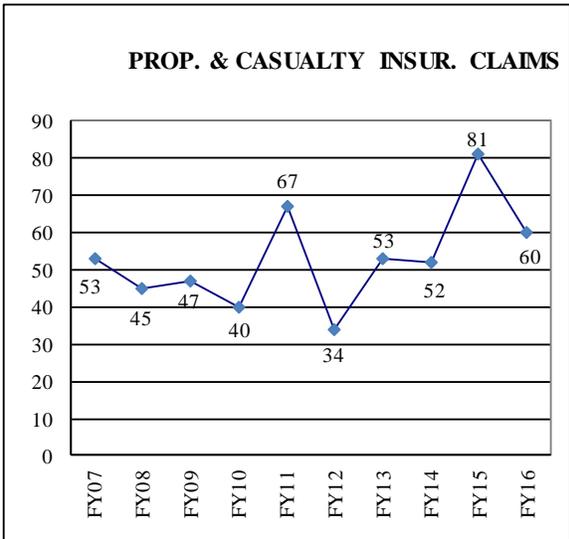
FINANCE PERFORMANCE STATISTICS



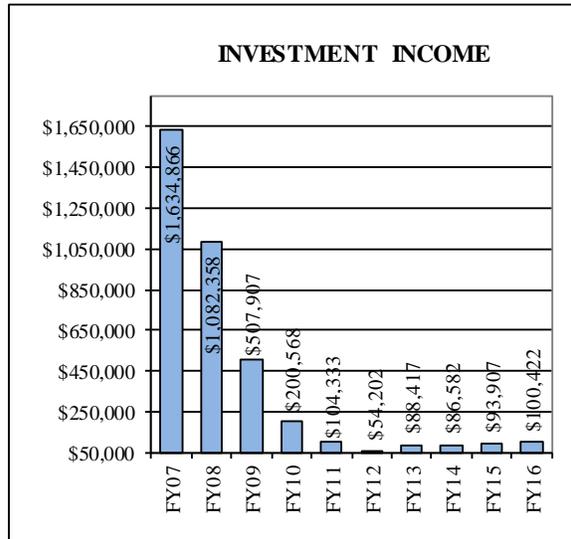
Benchmark (prior 3-yr avg):	31,270
Most Recent:	32,941
Change from Benchmark:	-1671
Change from Prior Year:	2728



Benchmark (prior 3-yr avg):	157
Most Recent:	133
Change from Benchmark:	-24
Change from Prior Year:	-13



Benchmark (prior 3-yr avg):	62
Most Recent:	60
Change from Benchmark:	-2
Change from Prior Year:	-21



Benchmark (prior 3-yr avg):	\$89,635
Most Recent:	\$100,422
Change from Benchmark:	\$10,787
Change from Prior Year:	\$6,515

FINANCE AND BUDGET

DEPARTMENT OF FINANCE	FTE	FTE	FTE	REQ	TMREC	TMREC
<u>FINANCE ADMINISTRATION</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2018</u>	<u>FY2018</u>
Finance and Budget Director	1.0	1.0	1.0	1.0	1.0	125,600
Management Analyst				1.0	1.0	55,269
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	61,317
Unclassified						13,661
	2.0	2.0	2.0	3.0	3.0	255,847
<u>COLLECTOR/TREASURER</u>						
Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	106,036
Asst. Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	81,951
Office Assistant III	3.0	3.0	3.0	3.0	3.0	181,954
	5.0	5.0	5.0	5.0	5.0	369,941
<u>ASSESSING</u>						
Chief Assessor	1.0	1.0	1.0	1.0	1.0	105,120
Senior Assessor	1.0	1.0	1.0	1.0	1.0	72,606
Office Coordinator	1.0	1.0	1.0	1.0	1.0	68,180
Property Field Lister	1.0	1.0	1.0	1.0	1.0	58,201
Office Assistant III	1.0	1.0	1.0	1.0	1.0	60,183
	5.0	5.0	5.0	5.0	5.0	364,290
<u>CENTRAL PURCHASING</u>						
Purchasing Agents/Ins Coordinator *	0.6	0.6	0.6	0.6	0.6	54,905
Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	65,661
	1.6	1.6	1.6	1.6	1.6	120,566
<u>TOWN ACCOUNTANT</u>						
Town Accountant/Asst Finance Director	1.0	1.0	1.0	1.0	1.0	95,000
Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	83,395
Payroll Administrator	0.9	1.0	1.0	1.0	1.0	71,110
Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	65,029
Accounting Assistant	1.0	1.0	1.0	1.0	1.0	62,720
Office Assistant II	1.0	1.0	1.0			
	5.9	6.0	6.0	5.0	5.0	377,254
FINANCE TOTAL	19.5	19.6	19.6	19.6	19.6	1,487,898

FINANCE AND BUDGET

FINANCE ADMINISTRATION		FY2015	FY2016	FY2017	FY2018	FY2018
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
FINANCE ADMIN SALARIES						
5110	REG WAGES	184,881	198,749	200,634	200,578	255,847
5120	OVERTIME	1,771	4,726	2,000	2,500	2,500
5187	RETRO WAGES	-	7,844	-	-	-
SUBTOTAL		186,652	211,319	202,634	203,078	258,347
FINANCE ADMIN EXPENSES						
5231	TRANSPORTATION ALLOWANCE	-	-	600	600	600
5255	SOFTWARE SUPPORT	84,057	83,440	100,000	105,000	105,000
5270	PRINTING	-	274	-	-	-
5310	OFFICE SUP	586	523	700	700	700
5394	SUPPLIES/BOOKS	40	40	50	50	50
5710	TRAVEL	621	788	1,700	1,700	1,700
5715	PROFESSIONAL DEVELOPMENT	1,848	2,172	2,700	2,700	2,700
5730	DUES/SUBSCRIPTIONS	920	940	950	980	980
SUBTOTAL		88,072	88,177	106,700	111,730	111,730
TOTAL FINANCE ADMINISTRATION		274,724	299,496	309,334	314,808	370,077

TOWN ACCOUNTANT		FY2015	FY2016	FY2017	FY2018	FY2018
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
TOWN ACCOUNTANT SALARIES						
5110	REG WAGES	297,856	376,523	454,403	432,523	377,254
5120	OVERTIME	1,419	1,680	2,500	2,500	2,500
5130	PART TIME	84,351	80,088	-	-	-
5187	RETRO WAGES	-	17,737	-	-	-
SUBTOTAL		383,626	476,028	456,903	435,023	379,754
TOWN ACCOUNTANT EXPENSES						
5270	PRINTING	-	1,079	1,400	1,400	1,400
5295	OTHR SVCS	65,129	65,025	69,000	72,500	72,500
5310	OFFICE SUP	3,761	4,005	5,000	5,000	5,000
5710	TRAVEL	1,025	1,194	5,000	2,000	2,000
5715	PROFESSIONAL DEVELOPMENT	1,820	1,464	1,000	4,000	4,000
5730	DUES/SUBSCRIPTIONS	230	715	1,000	1,000	1,000
SUBTOTAL		71,965	73,482	82,400	85,900	85,900
TOTAL TOWN ACCOUNTANT		455,591	549,510	539,303	520,923	465,654

FINANCE AND BUDGET

CENTRAL PURCHASING GENERAL GOVERNMENT	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
CENTRAL PURCHASING SALARIES					
5110 REG WAGES	105,819	110,670	117,049	120,566	120,566
5187 RETRO WAGES	-	4,958	-	-	-
SUBTOTAL	105,819	115,628	117,049	120,566	120,566
CENTRAL PURCHASING EXPENSES					
5250 ADVRTSNG	6,167	6,502	8,000	8,000	8,000
5270 PRINTING	-	-	700	700	700
5295 OTHR SVCS	969	604	1,500	1,500	1,500
5310 OFFICE SUPPLIES	221	389	500	500	500
5420 OFFICE EQUIPMENT	-	695	-	-	-
5710 TRAVEL	567	511	1,000	1,000	1,000
5715 PROFESSIONAL DEVELOPMENT	1,115	395	1,375	1,375	1,375
5730 DUES/SUBSCRIPTIONS	1,015	730	1,200	1,200	1,200
SUBTOTAL	10,054	9,826	14,275	14,275	14,275
TOTAL CENTRAL PURCHASING	115,873	125,454	131,324	134,841	134,841

ASSESSING GENERAL GOVERNMENT	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
ASSESSING SALARIES					
5110 REG WAGES	374,460	368,741	361,446	364,290	364,290
5187 RETRO WAGES	-	16,744	-	-	-
SUBTOTAL	374,460	385,485	361,446	364,290	364,290
ASSESSING EXPENSES					
5231 TRNS ALLOW	4,200	4,200	4,200	4,200	4,200
5270 PRINTING	681	381	2,000	2,000	2,000
5282 REP-OFF EQ	300	300	1,000	1,000	1,000
5295 OTHR SVCS	11,900	12,350	15,000	15,000	15,000
5310 OFFICE SUP	1,478	766	3,000	3,000	3,000
5710 TRAVEL	209	310	1,500	1,500	1,500
5730 DUES/SUBSCRIPTIONS	1,306	940	2,000	2,000	2,000
SUBTOTAL	20,074	19,247	28,700	28,700	28,700
TOTAL ASSESSING	394,534	404,732	390,146	392,990	392,990

FINANCE AND BUDGET

COLLECTOR/TREASURER GENERAL GOVERNMENT		FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
COLLECTOR/TREASURER SALARIES						
5110	REG WAGES	360,238	364,564	372,281	369,941	369,941
5120	OVERTIME	126	-	500	500	500
5130	PART TIME	2,689	1,719	4,000	4,000	4,000
5187	RETRO WAGES	-	16,216	-	-	-
SUBTOTAL		363,053	382,499	376,781	374,441	374,441
COLLECTOR/TREASURER EXPENSES						
5250	ADVERTISING	-	-	1,450	1,450	1,450
5270	PRINTING	11,869	17,290	16,000	17,500	17,500
5282	REP-OFF EQ	446	-	2,000	2,000	2,000
5295	OTHR SVCS	32,614	30,976	43,000	42,000	42,000
5310	OFFICE SUP	2,904	5,390	4,250	5,000	5,000
5395	OTH COMM	1,350	1,500	2,000	2,000	2,000
5710	TRAVEL	1,314	140	1,450	1,450	1,450
5715	PROFESSIONAL DEVELOPMENT	30	-	-	-	-
5730	DUES/SUBSCRIPTIONS	550	625	850	850	850
SUBTOTAL		51,077	55,921	71,000	72,250	72,250
TOTAL COLLECTOR/TREASURER		414,130	438,420	447,781	446,691	446,691

CENTRAL SERVICES GENERAL GOVERNMENT		FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
CENTRAL SERVICES EXPENSES						
5225	POSTAGE	76,026	67,563	85,000	85,000	85,000
5270	PRINTING	175	-	200	350	350
5282	REP-OFF EQ	857	-	600	200	200
5291	RENT EQUIP	14,853	15,177	16,000	15,900	15,900
5295	OTHR SVCS	1,035	1,933	1,050	1,150	1,150
5310	OFFICE SUP	1,516	142	300	300	300
5420	OFF EQUIP	173	201	300	300	300
SUBTOTAL		94,635	85,016	103,450	103,200	103,200
TOTAL CENTRAL SERVICES		94,635	85,016	103,450	103,200	103,200

OTHER GENERAL GOVERNMENT BUDGETS

Town Counsel

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

TOWN COUNSEL GENERAL GOVERNMENT	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
TOWN COUNSEL EXPENSES					
5295 OTHR SVCS	437,370	296,037	420,000	420,000	420,000
5310 OFFICE SUP	-	-	-	-	-
SUBTOTAL	<u>437,370</u>	<u>296,037</u>	<u>420,000</u>	<u>420,000</u>	<u>420,000</u>
TOTAL TOWN COUNSEL	437,370	296,037	420,000	420,000	420,000

Patriotic and Civic Celebrations

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

PATRIOTIC CIVIC CELEBRATION GENERAL GOVERNMENT	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
PATRIOTIC CIVIC CELEBRATION					
5700 UNCLASSIFIED EXP	28,335	26,881	29,216	29,800	29,800
SUBTOTAL	<u>28,335</u>	<u>26,881</u>	<u>29,216</u>	<u>29,800</u>	<u>29,800</u>
TOTAL PATRIOTIC CIVIC CELEB.	28,335	26,881	29,216	29,800	29,800

Damages to Persons/Property

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

DAMAGES TO PERSONS & PROPERTY GENERAL GOVERNMENT	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
DAMAGES PERS/PROP EXPENSES					
5702 DAMAGE TO PROPERTY	-	1,065	2,000	2,000	2,000
SUBTOTAL	<u>-</u>	<u>1,065</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
TOTAL DAMAGES TO PERS/PROP.	-	1,065	2,000	2,000	2,000

OTHER GENERAL GOVERNMENT BUDGETS

Employee Benefits

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

EMPLOYEE BENEFITS	FY2015	FY2016	FY2017	FY2018	FY2018
GENERAL GOVERNMENT	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
EMPLOYEE BENEFITS EXPENSES					
5143 ACCUM BENEFITS	361,087	483,109	400,000	450,000	428,000
SUBTOTAL	361,087	483,109	400,000	450,000	428,000
EMPLOYEE BENEFITS EXPENSES					
5207 LIFE INSURANCE	5,457	9,231	7,200	12,000	12,000
5208 EMPLOYEE ASSISTANCE	20,560	15,584	25,000	25,000	25,000
5740 MEDICARE	388,553	409,586	409,961	434,139	434,139
SUBTOTAL	414,570	434,401	442,161	471,139	471,139
TOTAL EMPLOYEE BENEFITS	775,657	917,510	842,161	921,139	899,139

Commission on Disability

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

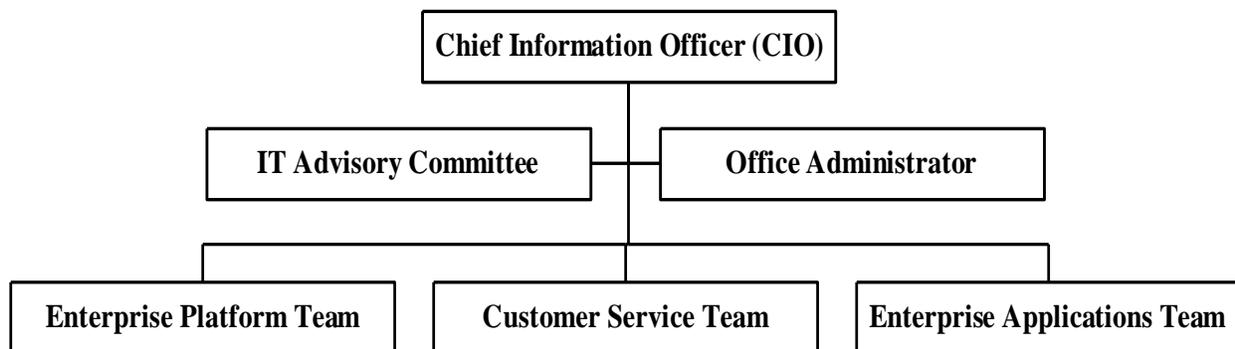
COMMISSION FOR DISABILITIES	FY2015	FY2016	FY2017	FY2018	FY2018
GENERAL GOVERNMENT	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
COMM FOR DISABILITY SALARIES					
5130 PART TIME	1,000	1,200	800	1,200	1,200
SUBTOTAL	1,000	1,200	800	1,200	1,200
COMM FOR DISABILITY EXPENSES					
5295 OTHR SVCS	8,886	9,714	5,000	5,000	5,000
5310 OFFICE SUP	123	-	800	800	800
5710 TRAVEL	-	495	-	-	-
SUBTOTAL	9,009	10,209	5,800	5,800	5,800
TOTAL COMMISSION FOR DISABILITIE	10,009	11,409	6,600	7,000	7,000

Information Technology



Mission Statement

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



INFORMATION TECHNOLOGY

Department Description

The Department of Information Technology provides centralized information and technology support and services to all Town departments and the Andover Public Schools. The central IT Department is led by the Chief Information Officer (CIO), who reports to the Town Manager and the Superintendent of Schools. The IT Department consists of three teams – Platform, Customer Service and Business Solutions.

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

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

Business Solutions Team – Provide technology planning, project management and database services for the domain specific applications that support the Town’s core departments. Currently, this division provides on-going support for education, financial systems, GIS, library and public safety; as well as a myriad of software programs and other digital technologies that are integral to the operations of other Town departments and the Andover Public Schools. They are responsible for the operational, on-going aspects of application software and for understanding the specific business functions of the departments they support. This team will also be called upon to deliver services in areas such as: enhancing our current websites, increasing the availability of eGov services, creating standardized performance management systems, development of internal data warehouses, increasing the efficacy of digital learning in our classrooms, introducing content management and knowledge management initiatives. The **Customer Service** team handles the deployment and on-going maintenance of all end user devices. Currently the combined staff and student fleet represents in excess of 7,500 desktops, laptops, tablets, interactive projectors and printers. The team is responsible for setting up desktop PCs and other peripheral hardware and devices; software installations; tracking, prioritizing, and resolving user support calls; and providing a resource pool when needed to support increased workload demands and department specific projects.

FY2018 Objectives

- ◆ Extend new unified communication (UC) technology to fully incorporate mobile communication technology.
- ◆ Extend UC technology to all classrooms. Replace failing analog intercom systems.
- ◆ Complete the deployment of the 1:1 student computing initiative to all students from K-12. Work with the School team to increase the adoption and efficacy of the 1:1 program.
- ◆ Deploy a pilot of so called “thin client” desktops as a potentially more cost effective way of delivering our desktop experiences to students and staff.
- ◆ Introduce managed print services to reduce spending on imaging.
- ◆ To provide support services to teachers and students to maximize the value of new digital classrooms. Extend initiative to all middle school grades. Repurpose existing machines for students and prepare 1000+ new staff machines.
- ◆ Complete deployment of new interactive projectors to elementary levels
- ◆ Continue to extend the utilization of GIS services.
- ◆ Work with Finance team to extend the utilization of core financial systems to all departments to reduce current paper-based flows and to improve access to reporting and management analysis tools.
- ◆ Develop initial internal performance management tools including dashboards and scorecards.
- ◆ Continue the development of the Town’s next generation eGov web portal to improve citizen access and transparency.
- ◆ Deploy new town intranet.
- ◆ Pilot video server and video over IP technology
- ◆ Improve redundancy in town fiber infrastructure to provide more resilient operation.
- ◆ Create a plan to greatly increase Town’s utilization of digitization and reduce paper volume.

INFORMATION TECHNOLOGY

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

<u>Position</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>REQ</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>
INFORMATION TECHNOLOGY						
Chief Information Officer (CIO)	1.0	1.0	1.0	1.0	1.0	125,600
Enterprise Application Architect	1.0	1.0	1.0			
Enterprise Platform Architect	1.0	1.0	1.0	2.0	2.0	204,402
Business Solutions Team Leader				1.0	1.0	85,000
Network Administrator	2.0	2.0	2.0	1.0	1.0	80,000
Public Safety Network Administrator	1.0	1.0	1.0	1.0	1.0	95,577
Customer Service Manager	1.0	1.0	1.0	1.0	1.0	87,593
Geographic Information Systems Coordinator *	1.0	1.0	1.0	1.0	1.0	45,285
Tech Specialist II	1.0	1.0	1.0	3.0	3.0	199,895
Application Specialist - Finance	1.6	1.6	1.6	1.6	1.6	130,106
Tech Specialist I	4.0	4.0	4.0	3.7	3.7	256,095
Asset Coordinator	1.0	1.0	1.0	1.0	1.0	63,249
Administrative Assistant	1.0	1.0	1.0	1.0		
Office Coordinator					1.0	59,094
Senior Application Specialist	0.5	0.5	0.5			
Unclassified						13,661
	17.1	17.1	17.1	18.3	18.3	1,445,557

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	FY2015	FY2016	FY2017	FY2018	FY2018
GENERAL GOVERNMENT	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
INFORMATION TECHNOLOGY SALARIES					
5110 REG WAGES	1,041,883	1,197,374	1,235,993	1,236,601	1,315,450
5120 OVERTIME	11,683	6,523	14,036	19,460	17,794
5130 PART-TIME	171,966	183,965	171,654	177,292	130,107
5140 SEASONAL	-	3,020	12,883	12,883	12,883
5187 RETRO WAGES	12,614	58,783	-	-	-
SUBTOTAL	1,238,146	1,449,665	1,434,566	1,446,236	1,476,234
INFORMATION TECHNOLOGY EXPENSES					
5220 TELEPHONE	249	1,290	-	-	-
5260 TECH/INFRASTRUCTURE	103,091	174,460	198,406	207,306	205,306
5261 PERSONAL PRODUCTIVITY	3,320	138	2,400	2,400	2,400
5262 APPLICATIONS	8,691	66,016	17,700	19,800	19,800
5263 IMAGING	-	-	4,500	4,500	4,500
5264 MOBILE	13	13	4,800	4,800	4,800
5265 TELECOM	13,041	53,450	100,210	121,550	116,550
5268 PROFESSIONAL SERVICES	23,697	2,402	10,285	10,000	10,000
5284 REPAIRS/COMPUTER EQ	(65)	1,016	14,500	16,000	16,000
5295 OTHR SVCS	2,689	2,026	-	-	-
5310 OFFICE SUP	4,754	4,995	4,880	4,880	4,880
5355 AUTOMOTIVE FUEL	5,209	946	1,200	1,200	1,200
5391 SUPPLIES/DATA PROC	5,212	2,215	8,500	10,700	10,700
5420 OFFICE EQUIPMENT	25,331	16,287	2,000	2,000	2,000
5430 OTHER EQUIPMENT	-	35,644	-	-	-
5700 UNCLASSIFIED	6,913	(953)	-	-	-
5709 TRAVEL-OPERATIONAL	1,208	1,749	3,600	3,600	3,600
5710 TRAVEL	2,521	1,410	2,400	2,400	2,400
5715 PROFESSIONAL DEV	7,112	9,764	27,000	27,000	27,000
5730 DUES/SUBSCRIPTIONS	150	2,310	1,000	1,000	1,000
SUBTOTAL	213,136	375,178	403,381	439,136	432,136
TOTAL INFORMATION TECHNOLOGY	1,451,282	1,824,843	1,837,947	1,885,372	1,908,370

COMMUNITY DEVELOPMENT & PLANNING



Mission Statements

**PLANNING &
ECONOMIC
DEVELOPMENT
DIVISION**

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

**BUILDING
DIVISION**

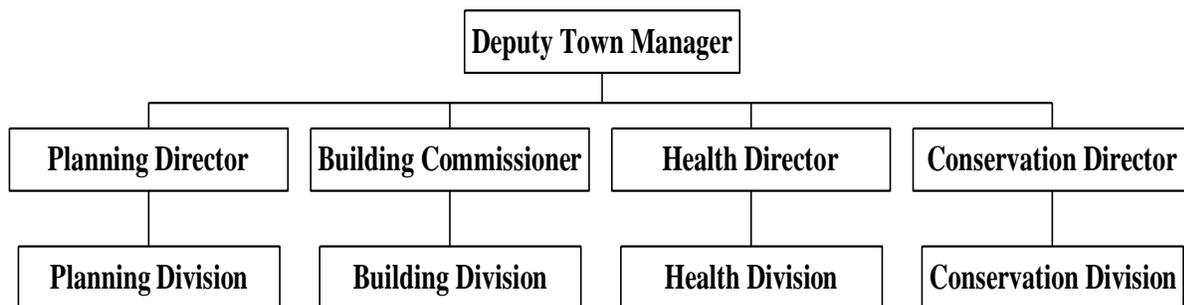
To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and

**HEALTH
DIVISION**

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

**CONSERVATION
DIVISION**

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



COMMUNITY DEVELOPMENT AND PLANNING

Department Description

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

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

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

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

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

COMMUNITY DEVELOPMENT AND PLANNING

The Planning Division staff assists Town Counsel in matters involving litigation against the Planning Board. The Planning Board consists of six volunteer members appointed by the Town Manager to five-year terms.

FY2018 Objectives

DIVISION: BUILDING

- Review and dispose of the Division's outdated building permit applications and other files in accordance with the State Public Records Retention Laws.
- Continue the scanning of the Zoning Board of Appeals' decisions and other records.
- Scan building permit records documents prior to 1995.
- Review and revise the Town website pertaining to the Building Division.
- Continue the yearly State mandated "Certificate of Inspection" inspections in accordance with the Massachusetts State Building Code, 780 CMR, Article 1, Table 110.
- Provide administrative personnel with additional training opportunities.
- Provide training to new ZBA, DRB, APC, & BVHDC members

DIVISION: CONSERVATION

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

DIVISION: HEALTH

- Prioritize inspectional requirements and consider a new model for service delivery.
- Continue the digitizing of historical inspection data with the goal of decreasing the volume of hard copy documents in storage.
- Provide training to new Board of Health members.
- Review and revise current Board of Health Regulations.

DIVISION: PLANNING & ECONOMIC DEVELOPMENT

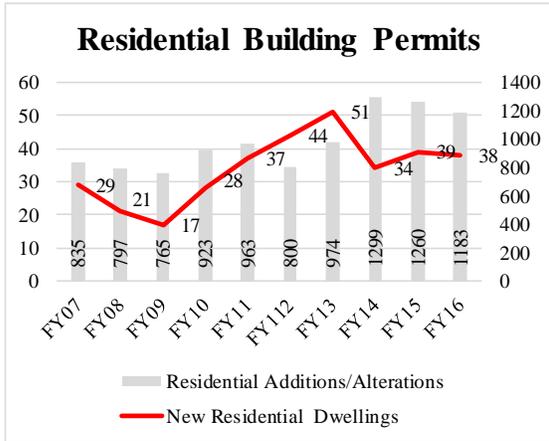
- Oversee writing and implementation of the Historic Mill District Design Guidelines.
- Develop strategic plan for Municipal Land Offering off Lewis Street

COMMUNITY DEVELOPMENT AND PLANNING

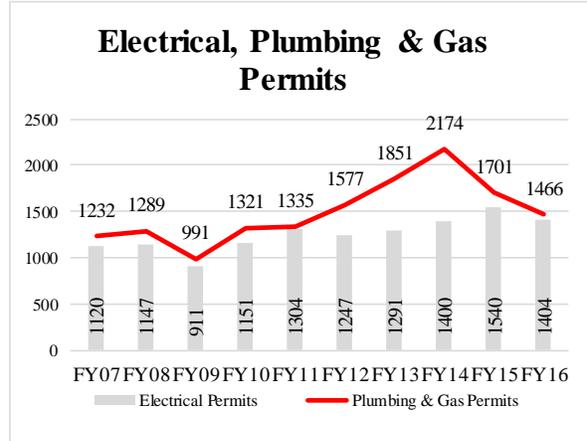
- Oversee the implementation of a Parking Management Assessment and Plan, with the objective of maximizing efficiency of parking, improve customer experience and expand opportunities for additional downtown growth.
- Implement Andover Zoning Audit
- Develop an article for Town Meeting '17 to implement a Zoning Bylaw placing a moratorium on the selling of recreational marijuana.
- Develop Zoning Bylaw for the sale of recreational marijuana.
- Continue to oversee the Route 133 Corridor Study.
- Update Subdivision Rules & Regulations
- Monitor and implement the 2012 Andover Master Plan.
- Please visit <http://andoverma.gov/173/Planning-Economic-Development> to view the current draft.
- Provide more information via the Town's website, and improve upon its layout and organization.
- Continue to provide professional education training to staff and Planning Board members.

COMMUNITY DEVELOPMENT AND PLANNING

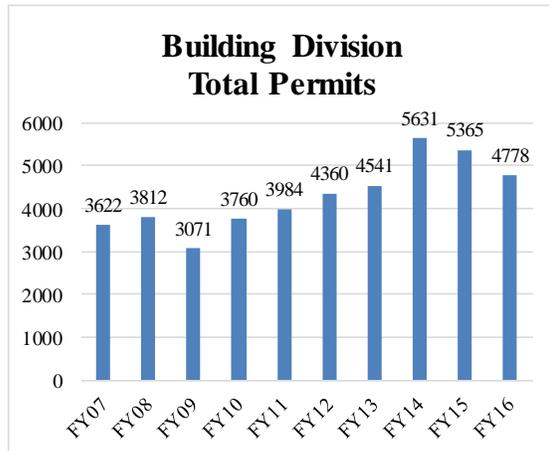
BUILDING DIVISION PERFORMANCE STATISTICS



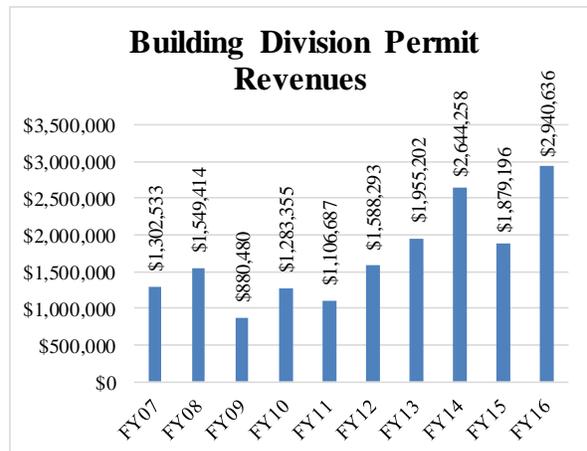
Benchmark (prior 3-yr avg):	1219
Most Recent:	1299
Change from Benchmark:	80
Change from Prior Year:	-78



Benchmark (prior 3-yr avg):	3319
Most Recent:	3241
Change from Benchmark:	-78
Change from Prior Year:	-371



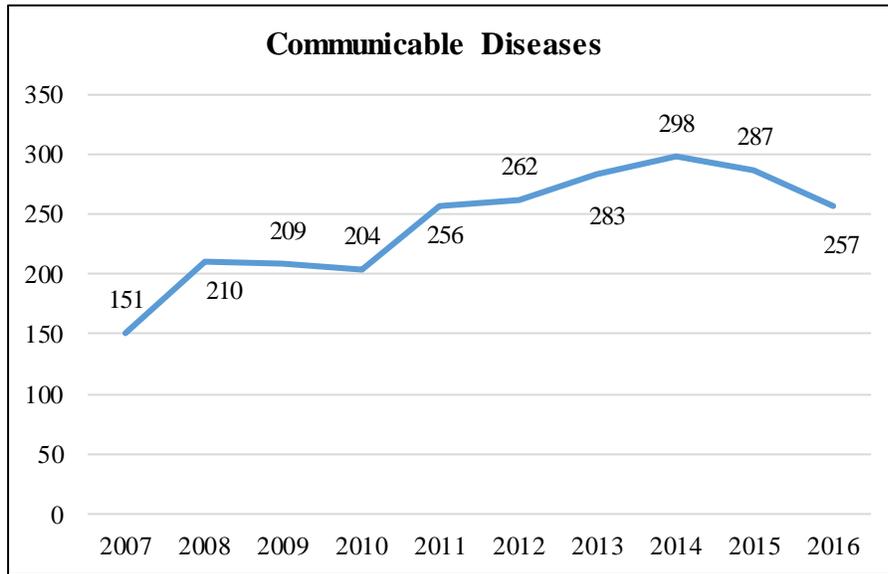
Benchmark (prior 3-yr avg):	5179
Most Recent:	5365
Change from Benchmark:	186
Change from Prior Year:	-587



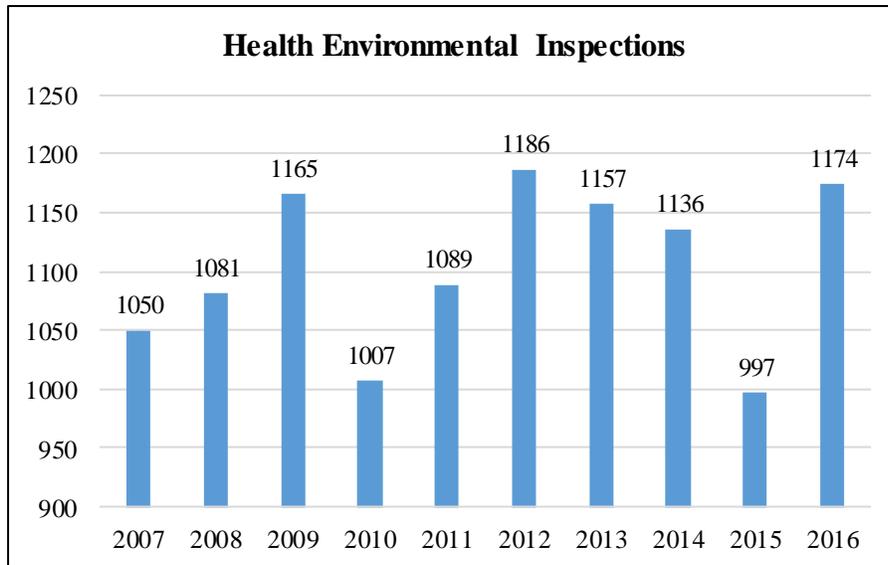
Benchmark (prior 3-yr avg):	\$2,159,552
Most Recent:	\$1,879,196
Change from Benchmark:	-\$280,356
Change from Prior Year:	\$1,061,440

COMMUNITY DEVELOPMENT AND PLANNING

HEALTH DIVISION PERFORMANCE STATISTICS



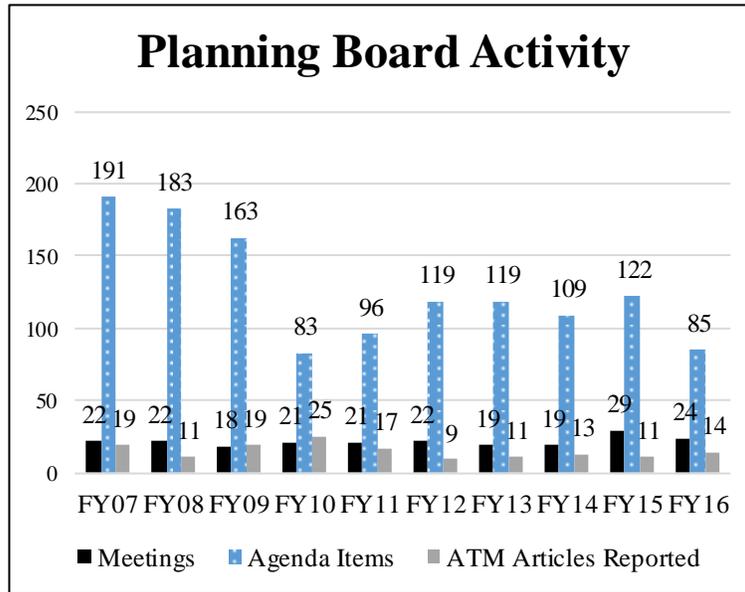
Benchmark - Diseases:	281
Most Recent:	287
Change from Benchmark:	6
Change from Prior Year:	-11



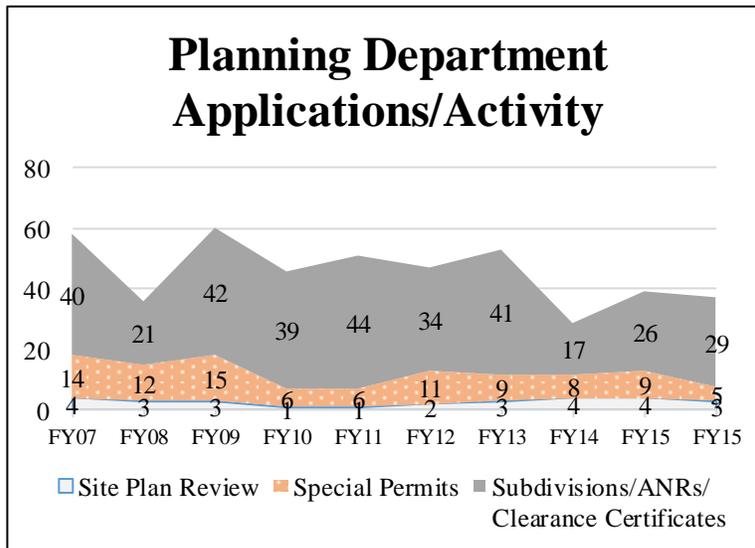
Benchmark - Inspections:	1160
Most Recent:	997
Change from Benchmark:	-163
Change from Prior Year:	-139

COMMUNITY DEVELOPMENT AND PLANNING

PLANNING DIVISION PERFORMANCE STATISTICS



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



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

COMMUNITY DEVELOPMENT AND PLANNING

Positions	FTE FY2015	FTE FY2016	FTE FY2017	REQ FY2018	TMREC FY2018	TMREC FY2018
<u>ADMINISTRATION</u>						
Office Administrator	1.0	1.0	1.0	1.0	1.0	73,593
Administrative Secretary	5.0	5.0	5.0	5.0	5.0	282,690
Office Assistant I (FY17 Combine 2 PT to 1 FT)	1.0	1.0	1.0	1.0	1.0	42,264
Meeting Recording/Substitute Secretaries	15,600
	7.0	7.0	7.0	7.0	7.0	414,147
<u>BUILDINGS</u>						
Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	102,952
Electrical Inspector	1.0	1.0	1.0	1.0	1.0	79,171
Local Building Inspector	1.0	1.0	1.0	1.0	1.0	78,026
Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	78,288
Alternate Inspectors	45,360
	4.0	4.0	4.0	4.0	4.0	383,797
<u>CONSERVATION</u>						
Director of Conservation	1.0	1.0	1.0	1.0	1.0	92,280
Conservation Agent	1.0	1.0	1.0	1.0	1.0	74,693
	2.0	2.0	2.0	2.0	2.0	166,973
<u>HEALTH</u>						
Director of Health	1.0	1.0	1.0	1.0	1.0	102,452
Assistant Director of Public Health	0.8	0.8	0.8	0.8	0.8	76,466
Registered Nurse	0.6	0.6	0.6	0.6	0.6	51,538
Sanitarian	0.3	0.3	0.3	0.3	0.3	29,373
Health Agent	1.0	1.0	1.0	1.0	1.0	80,699
Increase RN from Operating Budget	<u>0.1</u>	<u>7,700</u>
	3.7	3.7	3.7	3.7	3.8	348,229
<u>PLANNING</u>						
Director of Planning	1.0	1.0	1.0	1.0	1.0	104,450
Senior Planner	1.0	1.0	1.0	1.0	1.0	85,897
Planner	1.0	1.0	1.0	1.0	1.0	79,066
	3.0	3.0	3.0	3.0	3.0	269,413
CD&P TOTAL	19.7	19.7	19.7	19.7	19.8	1,582,557

COMMUNITY DEVELOPMENT AND PLANNING

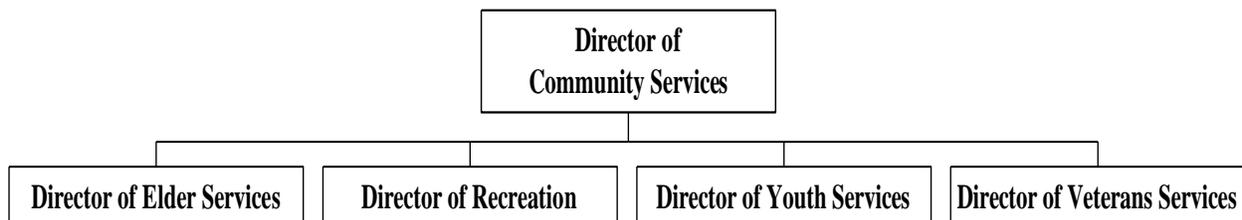
COMMUNITY DEVELOP./PLANNING GENERAL GOVERNMENT	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
COMMUNITY DEVELOPMENT SALARIES					
5110 REG WAGES	1,249,568	1,275,032	1,358,851	1,356,520	1,356,520
5120 OVERTIME	10,966	19,088	25,000	19,000	19,000
5130 PART TIME	193,781	214,731	183,667	226,037	226,037
5187 RETRO WAGES	-	65,406	-	-	-
SUBTOTAL	1,454,315	1,574,257	1,567,518	1,601,557	1,601,557
COMMUNITY DEVELOPMENT EXPENSES					
5220 TELEPHONE	8,100	8,247	9,305	7,000	7,000
5231 MONTHLY TRANSP	18,840	18,840	19,000	18,840	18,840
5250 ADVERTISING	878	1,609	1,200	1,250	1,250
5270 PRINTING	3,680	4,171	4,200	4,200	4,200
5271 CREDIT CARD FEES	2,097	3,301	2,525	2,600	2,600
5286 MAINT/REP LAND	1,970	1,927	2,000	2,000	2,000
5295 OTHR SVCS	32,120	47,112	63,800	63,800	63,800
5310 OFFICE SUP	7,956	9,866	10,000	10,000	10,000
5322 VACCINATIONS/TESTING	1,186	100	1,000	1,000	1,000
5394 SUPPLIES/BOOKS	152	159	500	500	500
5420 OFFICE EQUIP	11,148	21,170	8,900	8,900	8,900
5710 TRAVEL	21,518	21,553	23,000	23,850	23,850
5730 DUES/SUBSCRIPTIONS	6,569	8,945	15,300	15,600	15,600
5715 PROF DEV	14,498	14,522	13,765	16,700	16,700
SUBTOTAL	130,712	161,522	174,495	176,240	176,240
COMMUNITY DEVELOPMENT SALARIES					
5831 FROM RESERVE FUNDS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
SUBTOTAL	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
TOTAL COMMUNITY DEVELOPMENT	1,560,027	1,710,779	1,717,013	1,752,797	1,752,797

DEPARTMENT OF COMMUNITY SERVICES



Mission Statement

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



DEPARTMENT OF COMMUNITY SERVICES

Department Description

The Department of Community Services 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 also is 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.

FY2018 Objectives

- Oversee Divisions of Recreation, Youth Services, Elder Services and Veterans Services and assist each division in meeting their individual objectives.
- Continue to explore and implement division collaborations through shared programming, facilities and resources that will increase opportunities and services for residents in an effective and efficient manner.
- Investigate how to streamline current marketing practices and registration procedures that will improve the customer service experience for all residents served by the Community Service Department.
- Continually supervise and monitor financial practices and procedures to ensure the programs and services offered by the Community Service Department are of the highest quality at the most efficient price for the residents of Andover.
- Provide the Town Manager, elected and appointed officials with the support necessary to assist them in accomplishing their Town wide goals and objectives.

DEPARTMENT OF COMMUNITY SERVICES

Division - ELDER SERVICES

The Division of Elder Services has gone through a transformation over the last fiscal year. Elder Services had several key staff members retire, thus a wide breath of institutional knowledge was subsequently lost. This has led to an evolution of the division to rethink existing business practices and develop new systems. With the hiring of a Community Services Director and a new Elder Services Director, 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 and over. A wide variety of cultural, educational and recreational programs are available for those who are very active and independent, as well as services designed to help those who are more frail live as independently as possible in the community. Families whether they live near or far, can find the assistance they need to help plan and provide for their loved ones who reside in Andover. Volunteers of all ages are essential to the many programs and services offered both at the Senior Center and in all other Town Schools and Town Departments. Without our valuable volunteers we wouldn't be able to offer many of the services that are currently available. The Division is funded through a combination of Town budget, state and other grants, private donations and volunteers' time.

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

Elder Services Vision

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

Elder Services Mission Statement

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

FY2018 Objectives

HEALTH, WELLNESS & NUTRITION

- To develop a comprehensive two-year wellness plan to promote health/wellness programs and services for seniors that is affordable and diverse.
- To provide new opportunities for elders to access good nutrition/food, in an affordable manner through varying resources including sponsorship.
- Collaborate with other Town and community facilities/organizations to expand health, wellness and nutrition programs for our seniors.
- Provide evidence based healthy living programs such as "Healthy Eating for Older Adults", "My Life, My Health; Achieving A Healthy State of Living "and Pain Management.

ADVOCACY

- To improve the status of elders through local, regional, and national advocacy efforts.
- To identify and explore alternative funding sources to both expand the array of available programs and offset direct costs to seniors.
- To apply and obtain grants to support the evolving needs of older adults.
- To support and comprehensively work collaboratively with the newly formed Elder Services Task Force.

SOCIAL SERVICE COORDINATION

- To develop and implement a comprehensive internship program with area colleges and universities.
- To expand and be inclusive in clinical services offered to the senior citizens of Andover and their families.
- To increase and strengthen social, outreach, and day care services.
- To collaborate with Geriatric Nurse Specialist and other town/area providers to meet the growing mental health needs of the elder population.

DEPARTMENT OF COMMUNITY SERVICES

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

TRANSPORTATION

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

PROGRAMS & EDUCATION

- To develop and expand speaker series for the senior center as well as Parkinson’s Disease Support Group and Caregivers Support Group. Through this program process implement continuing education units programs for professionals in Andover.
- To provide increased opportunities for older adults, as well as “boomers”, Town employees, and other members of the community, who are not currently using the Senior Center or its services to actively participate in cultural, educational and inter-generational programs.
- Explore opportunities for expanded hours to meet customer needs; many age 60+ are still working.
- To ensure all seniors are having their needs met regardless of their financial needs and background.
- Explore opportunities to obtain grants to meet the needs of older adults.
- Expand programing through innovative means that is affordable, accessible and meaningful.
- To develop new opportunities for intergenerational learning through meaningful engagement.
- To coordinate with both the Andover Public Schools, local private schools, and local colleges in programming and activities involving cross generational learning.
- Collaborating with the other divisions of the Community Service Department to continue to meet the ever changing needs of Andover residents and promote an array of intergenerational programs to reach mutual developmental needs.

VOLUNTEER OPPORTUNITES

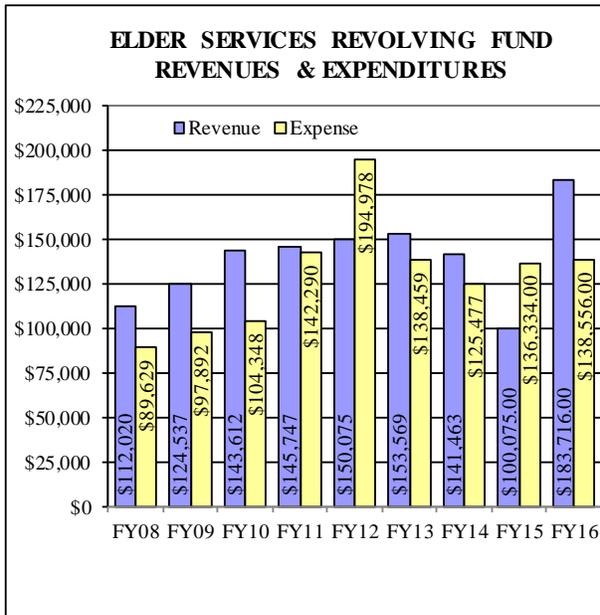
- To continue to develop the number and quality of volunteer services at the Senior Center.
- To increase awareness, training, and resources to our volunteers.

COMMUNITY OUTREACH

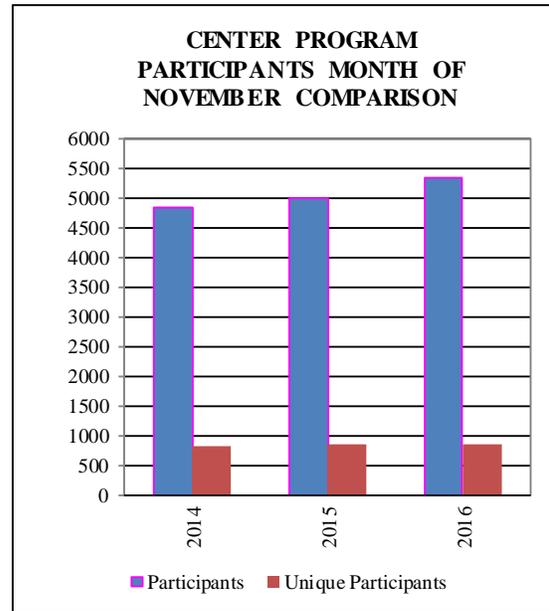
- Expand Community Education opportunities through local media, including newspapers, seminars, network meetings and cable TV / “There’s Something About Andover” to assist in the dissemination of information.
- Collaborate with local churches and service organizations to increase awareness of available programs and services.
- Collaborating with the other divisions of the Community Service Department to continue to meet the ever changing needs of Andover residents.
- Develop positive working relations with the community businesses, physicians, and health facilities.

DEPARTMENT OF COMMUNITY SERVICES

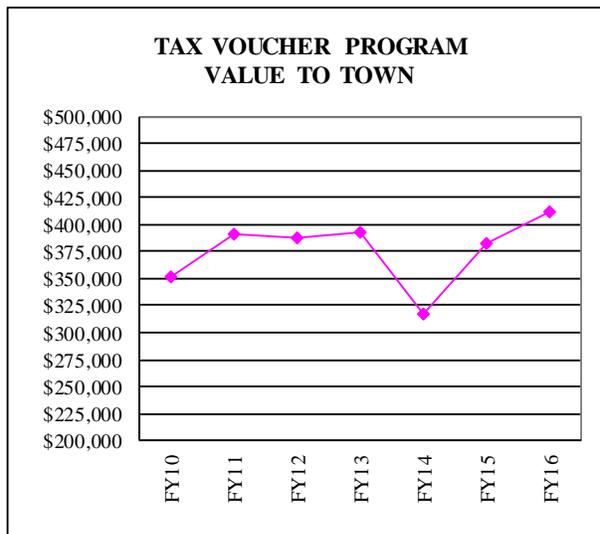
ELDER SERVICES DIVISION PERFORMANCE STATISTICS



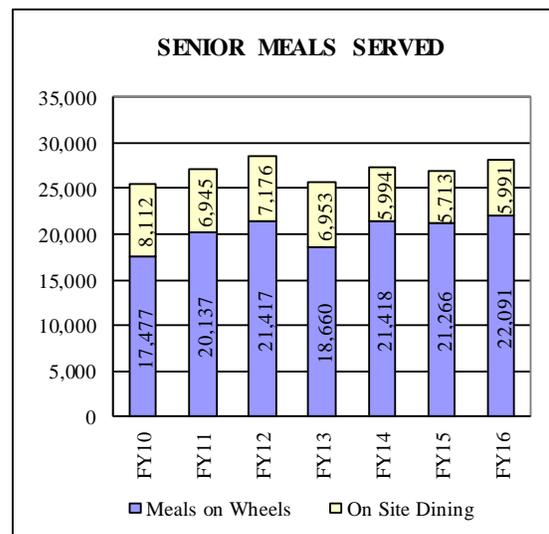
Benchmark - Revenue (prior 3-yr avg):	\$131,702
Most Recent:	\$183,716
Change from Benchmark:	\$52,014
Change from Prior Year:	\$83,641



	Participants	Unique
2014 November	4,836	809
2015 November	5,000	842
2016 November	5,351	855



Benchmark (prior 3-yr avg):	\$364,302
Most Recent:	\$412,500
Change from Benchmark:	\$48,198
Change from Prior Year:	\$30,263



Benchmark - Total Meals Served (prior 3-yr avg):	26,668
Most Recent:	28,082
Change from Benchmark:	1,414
Change from Prior Year:	1,103

DEPARTMENT OF COMMUNITY SERVICES

Division- RECREATION

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

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

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

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

Facilities used for programming are Poms Pond, Recreation Park, Andover Town House, Senior Center at Punchard, The Park, local fitness centers, Greater Lawrence Technical High School, all Andover Public Schools, and other in and out of town sites. With Recreation Park under our auspices, the park is able to assist REC with reducing the overhead of running Poms Pond. Coupling the two facilities to offer corporate functions will assist REC in reducing future budget requests. User fees help pay the expenses for seasonal maintenance and cleaning supplies. Through the mutual mission of educating its residents, the Andover School Department and REC have an agreement to open the public schools to community use through REC programming. The division's goal is to offer as many school based activities as possible that will not only allow convenient delivery of recreational programs to residents but will also help to reduce facility rental expenses incurred by using other private locations.

REC activities encompass a wide spectrum of programs including summer playgrounds, trips, the Poms Pond aquatic program, special events, Bradford Ski Program, after-school enrichment classes, evening adult education courses, town-wide youth sports leagues, youth sports classes, summer vacation programs, preschool events, the summer concert series, community giving through events, community outreach, and Family-to-Family programs.

Online registration is available for residents' convenience. Also available online are the following forms: Emergency Information Sheets, Class Evaluations, Program Registration Forms, and Program Flyers. Email blasts are available from the REC department and town emailing lists with program information and updates. Stop by and visit us at the Andover Town Offices, 36 Bartlet Street, 2nd floor.

Anyone wishing to apply for a seasonal employment can fill out an employment application online at www.AndoverREC.com.

Recreation Mission Statement

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

DEPARTMENT OF COMMUNITY SERVICES

FY2018 Objectives

CLASSES AND ENRICHMENT SERVICES

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

SPECIAL PROGRAMS

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

SUMMER PROGRAMS

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

RECREATION PARK & POMPS POND

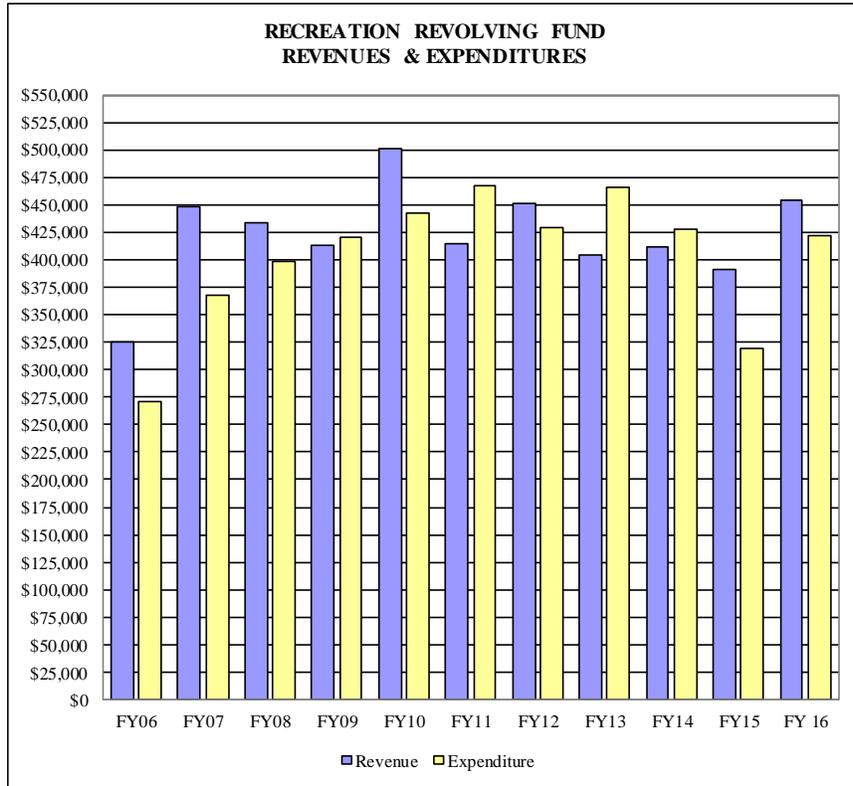
- ◆ Provide a natural resource to residents by:
 - Maintaining the park, field, trails, and courts.
 - Maintaining the water quality at Poms Pond.
 - Upgrading facility structures and playground equipment.
 - Scheduling the complex for outings, events, and programs.
 - Offering both active and passive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

ADMINISTRATION

- ◆ Support program offerings through:
 - Streamlining online registration.
 - Communicating using social media like Facebook, Twitter, Instagram and Pinterest.
 - Staying current with interactive and dynamic website.
 - Promoting REC activities through various media outlets, email communications, internet and mailings.
 - Funding Concerts through sponsorships.
 - Collaborating with the other divisions of the Community Service Department to continue to meet the ever changing needs of Andover residents
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DEPARTMENT OF COMMUNITY SERVICES

RECREATION DIVISION PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$402,338
Most Recent:	\$454,537
Change from Benchmark:	\$52,199
Change from Prior Year:	\$62,804

DEPARTMENT OF COMMUNITY SERVICES

Division- VETERANS SERVICES

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

Veterans Mission Statement

To do whatever is necessary to provide Andover's 3,000 veterans and their families with benefits, entitlements and services whether they be medical, administrative, and financial or quality of life.

FY2018 Objectives

- ◆ To continue to review, update and reconcile veterans' records.
 - ◆ To perform out-reach to all veterans and their families in attempts to assist those in need.
 - ◆ To continue to raise the community's awareness of veterans' sacrifices through patriotic ceremonies.
 - ◆ Collaborating with the other divisions of the Community Service Department to continue to meet the ever changing needs of Andover residents
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DEPARTMENT OF COMMUNITY SERVICES

Division – Youth Services

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

Celebrating 22 years of pioneering youth development work, the Andover Youth Services has the most comprehensive recreational, educational, social and support program for the 11-18 year old age group within Andover and beyond. AYS follows a number of youth development goals based on literature from the Center for Youth Development and Policy Research. They include enhancing various aspects of a young person's identity including: a sense of safety and structure, high self-esteem, a feeling of having a future, a feeling of belonging to a community, a perception of responsibility and a sense of self-awareness. The organization also looks to improve various aspects of a young person's health including: physical, mental and intellectual, employability, and civic and social involvement.

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

The Andover Youth Services remains committed to the policy that every young person should have the opportunity to attend our programs, events, and trips, regardless of financial situations or otherwise. Over the course of the last 22 years, AYS has provided hundreds of young people a chance to experience new programs, adventures, and activities with scholarships and sliding scale payment plans. AYS strives to create community-based programs that do not solely rely on fees or revenues. By eliminating financial restrictions, programs and activities become immediately more accessible for youth from all social backgrounds. AYS has relied on contributions from community organizations, local businesses, and corporations to fulfill our low or no fee philosophy.

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

AYS is operating the Cormier Youth Center and it's everything the youth hoped for and growing daily. There have been over 14,000 participants in 250 programs and 50 special events in the last year. Additionally, AYS has hosted school and municipal initiatives at the CYC including Global Leadership Conference, 5th & 7th Grade Team Building, AP Testing, Selectman's Meetings, Flu Clinics, and Elder Services programming. The CYC has become the new Neighborhood and AYS is looking forward to many more positive connections in the coming years.

Youth Services Mission Statement

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

DEPARTMENT OF COMMUNITY SERVICES

FY2018 Objectives

CLASSES, PROGRAMS AND EDUCATIONAL SERVICES

- ◆ Continue to:
 - Add new classes into the mix of programs offered to youth.
 - Work in cooperation with Andover Public Schools, community organizations, and businesses to expand programming.
 - Increase enrollments through improved marketing and community awareness.
 - Provide high quality youth development programs.
 - Provide recreation, educational and wellness opportunities.

SPECIAL PROGRAMS

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

OUTREACH PROGRAMS

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

CORMIER YOUTH CENTER FACILITY

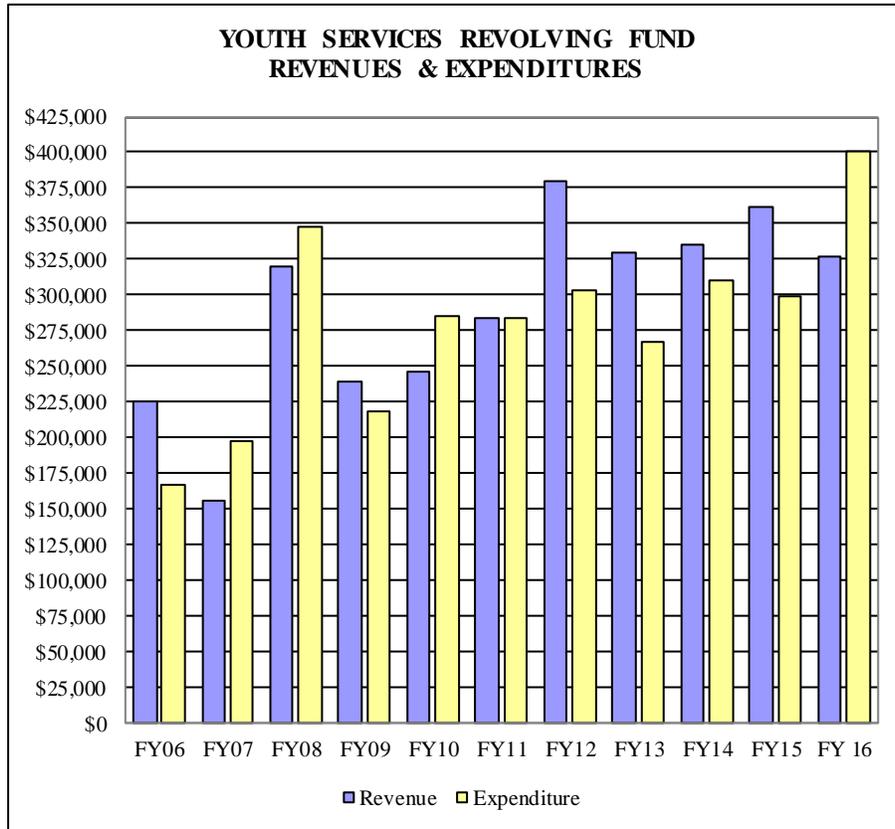
- ◆ Provide a state of the art youth development facility to residents by:
 - Maintaining the facility.
 - Completing the renovations to the facility.
 - Scheduling the facility in coordination with the core goals of the AYS Mission and balance the facility needs of the other divisions within the Community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

ADMINISTRATION

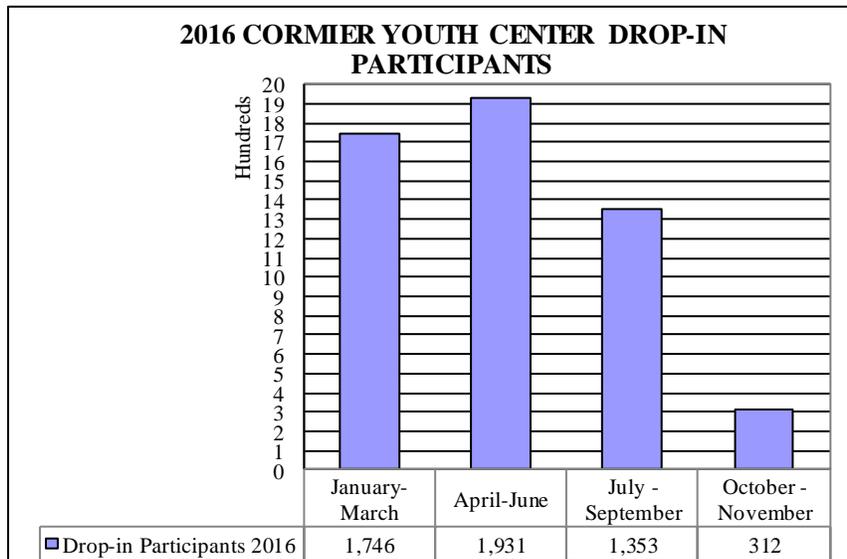
- ◆ Support program offerings through:
 - Streamlining online registration.
 - Communicating using social media like Facebook, Twitter and Instagram.
 - Staying current with an interactive and dynamic website.
 - Promoting Youth Services activities through various media outlets, email communications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

DEPARTMENT OF COMMUNITY SERVICES

YOUTH SERVICES DIVISION PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$342,247
Most Recent:	\$327,625
Change from Benchmark:	-\$14,622
Change from Prior Year:	-\$34,362



DEPARTMENT OF COMMUNITY SERVICES

<u>Positions</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>REQ</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>
ADMINISTRATION						
Director of Community Services			1.00	1.00	1.00	124,440
TOTAL ADMINISTRATION			1.00	1.00	1.00	124,440
RECREATION						
Recreation Director	1.00	1.00	1.00	1.00	1.00	101,158
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00	140,896
<u>Funded from program revenues</u>						
Office Assistant I		1.00	1.00	1.00	1.00	44,844
Finance Coordinator	1.00	1.00	1.00	1.00	1.00	45,761
Program Assistant II				1.00	1.00	44,589
Program Assistant	1.00					
TOTAL RECREATION	5.00	5.00	5.00	6.00	6.00	377,248
VETERANS SERVICES						
Director Veterans Services	1.00	1.00	1.00	1.00	1.00	79,066
TOTAL VETERANS	1.00	1.00	1.00	1.00	1.00	79,066
YOUTH SERVICES						
Director of Youth Services	1.00	1.00	1.00	1.00	1.00	94,100
Assistant Director	1.00	1.00	1.00	1.00	1.00	87,136
Outreach Worker		1.00	1.00	1.00	1.00	65,185
Program Coordinator	<u>2.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>73,235</u>
<u>Funded by program revenues</u>						
Program Assistant II	1.00	1.00	1.00	1.00	1.00	46,954
Office Assistant II				0.52	0.52	21,647
TOTAL YOUTH SERVICES	5.00	5.00	5.00	5.52	5.52	388,257
ELDER SERVICES						
Director of Elder Services	1.00	1.00	1.00	1.00	1.00	89,470
Outreach Coordinator	1.00	1.00	1.00	1.00	1.00	66,301
Adult Social Day Care Coordinator	0.50	0.50	0.50			
Program Coordinator	1.00	1.00	1.00	1.00	1.00	73,226
Executive Secretary	1.00	1.00	1.00			
Intake Asst/Transportation Coor	1.00	1.00	1.00	1.00	1.00	48,856
Office Assistant II	1.00	1.00	1.00			
Office Assistant III				1.00	1.00	54,834
Food Service Coordinator	1.00	1.00	1.00	1.00	1.00	65,384
Intake Assistant						
Office Assistant II PT	0.55	0.55	0.55	0.55	0.55	28,230
Drivers	1.15	1.15	1.15	1.59	1.59	59,242
Food Service Worker	0.55	0.55	0.55	0.55	0.55	17,780
<u>Funded by program revenues</u>						
Adult Social Day Care Coordinator	0.50	0.50	0.50			2,500
Day Care Aide	1.00	1.00	1.00	1.00	1.00	42,910
Day Care Aide	0.55	0.55	0.55	0.15	0.15	9,301
Driver			0.15	0.15	0.15	6,895
Food Service Worker				0.27	0.27	8,900
TOTAL ELDER SERVICES	11.80	11.80	11.95	10.26	10.26	573,829
TOTAL COMMUNITY SERVICES	22.80	22.80	23.95	23.78	23.78	1,542,840

DEPARTMENT OF COMMUNITY SERVICES

DEPT OF COMMUNITY SERVICES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
COMM SERVICES ADMIN SALARIES					
5110 REG WAGES	-	-	-	124,440	124,440
SUBTOTAL	-	-	-	124,440	124,440
COMM SERVICES ADMIN EXPENSES					
5231 TRANSPORT ALLOWANCE	-	-	-	3,000	3,000
SUBTOTAL	-	-	-	3,000	3,000
TOTAL COMM SERVICES ADMIN	-	-	-	127,440	127,440

ELDER SERVICES COMMUNITY SERVICES	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
ELDER SERVICES SALARIES					
5110 REG WAGES	347,823	379,339	344,912	349,216	349,216
5120 OVERTIME	4,332	5,966	6,000	6,000	6,000
5130 PART TIME	181,629	237,738	240,382	154,107	154,107
5140 SEASONAL	-	-	-	10,000	10,000
5187 RETRO WAGES	-	26,025	-	-	-
SUBTOTAL	533,784	649,068	591,294	519,323	519,323
ELDER SERVICES EXPENSES					
5206 INSURANCE	21,407	-	-	-	-
5220 TELEPHONE	4,318	4,052	5,100	2,500	2,500
5250 ADVRTSNG	537	-	500	500	500
5270 PRINTING	1,741	1,961	3,600	14,600	14,600
5282 REP-OFFICE EQUIP	990	990	990	990	990
5291 RENT EQUIP	3,934	3,372	4,000	1,600	1,600
5294 CLOTHING ALLOWANCE	848	1,136	2,000	3,000	3,000
5295 OTHR SVCS	13,833	14,000	15,000	15,000	15,000
5310 OFFICE SUP	4,736	5,449	6,000	6,000	6,000
5321 FOOD	87,103	102,289	92,000	102,000	102,000
5330 OPERATING SUPPLIES	713	2,953	-	-	-
5350 SUPPLIES/EQUIPMENT	863	-	3,000	3,000	3,000
5355 AUTOMOTIVE	4,273	3,696	5,000	5,000	5,000
5394 SUPPLIES/BOOKS	-	-	300	300	300
5395 OTHER COMMODITIES	15,911	15,082	12,000	15,000	15,000
5710 TRAVEL IN-STATE	2,547	2,614	2,000	2,000	2,000
5730 DUES/SUBSCRIPTIONS	2,442	1,323	2,500	2,500	2,500
SUBTOTAL	166,196	158,917	153,990	173,990	173,990
ELDER SERVICES SALARIES					
5801 FROM FEDERAL GRANTS	(56,890)	(74,471)	(59,000)	(59,000)	(59,000)
5811 FROM SALE OF SERVICE	(31,691)	(32,618)	(38,000)	(38,000)	(38,000)
SUBTOTAL	(88,581)	(107,089)	(97,000)	(97,000)	(97,000)
TOTAL ELDER SERVICES	611,399	700,896	648,284	596,313	596,313

DEPARTMENT OF COMMUNITY SERVICES

RECREATION	FY2015	FY2016	FY2017	FY2018	FY2018
COMMUNITY SERVICES	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
RECREATION SALARIES					
5110 REG WAGES	210,720	217,536	237,679	242,054	242,054
5120 OVERTIME	-	-	700	700	700
5140 SEASONAL	208,047	233,812	268,000	297,480	297,480
5187 RETRO WAGES	-	9,774	-	-	-
SUBTOTAL	418,767	461,122	506,379	540,234	540,234
RECREATION EXPENSES					
5211 ELECTRICITY	2,374	5,008	5,900	5,900	5,900
5220 TELEPHONE	3,457	5,058	3,300	3,300	3,300
5225 POSTAGE	6,573	6,460	6,600	6,600	6,600
5231 TRANS ALLOWANCE	1,560	1,560	1,560	1,560	1,560
5282 REP-OFFICE EQUIP	2,062	3,286	2,200	2,200	2,200
5284 REP-COMPUTERS	7,326	6,826	8,550	7,000	7,000
5295 OTHR SVCS	179,310	174,220	170,000	175,000	175,000
5310 OFFICE SUPPLIES	5,230	4,458	5,000	5,000	5,000
5370 SUPPLIES CONSTRUCTION	6,985	10,140	9,550	9,550	9,550
5392 SUPPLIES RECREATION	25,476	31,235	30,000	30,000	30,000
5710 TRAVEL IN-STATE	2,809	3,090	3,345	3,345	3,345
5730 DUES/SUBSCRIPTIONS	579	1,158	1,165	1,165	1,165
SUBTOTAL	243,741	252,499	247,170	250,620	250,620
RECREATION SALARIES					
5811 FROM SALE OF SERVICE					
SUBTOTAL	(504,358)	(521,759)	(550,000)	(582,930)	(582,930)
	(504,358)	(521,759)	(550,000)	(582,930)	(582,930)
TOTAL RECREATION	158,150	191,862	203,549	207,924	207,924

VETERANS SERVICES	FY2015	FY2016	FY2017	FY2018	FY2018
GENERAL GOVERNMENT	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
VETERANS SERVICES SALARIES					
5110 REG WAGES	76,277	77,053	79,268	79,066	79,066
5130 PART TIME	4,495	3,586	4,000	-	-
5140 SEASONAL	-	-	-	5,000	5,000
5187 RETRO WAGES	-	3,488	-	-	-
SUBTOTAL	80,772	84,127	83,268	84,066	84,066
VETERANS SERVICES EXPENSES					
5295 OTHR SVCS	112,079	99,207	130,000	100,000	100,000
5310 OFFICE SUP	96	99	100	100	100
5395 OTH COMM	75	75	75	75	75
5710 TRAVEL	1,537	1,339	1,850	1,850	1,850
5730 DUES/SUBSCRIPTIONS	369	438	450	450	450
SUBTOTAL	114,156	101,158	132,475	102,475	102,475
TOTAL VETERANS SERVICES	194,928	185,285	215,743	186,541	186,541

DEPARTMENT OF COMMUNITY SERVICES

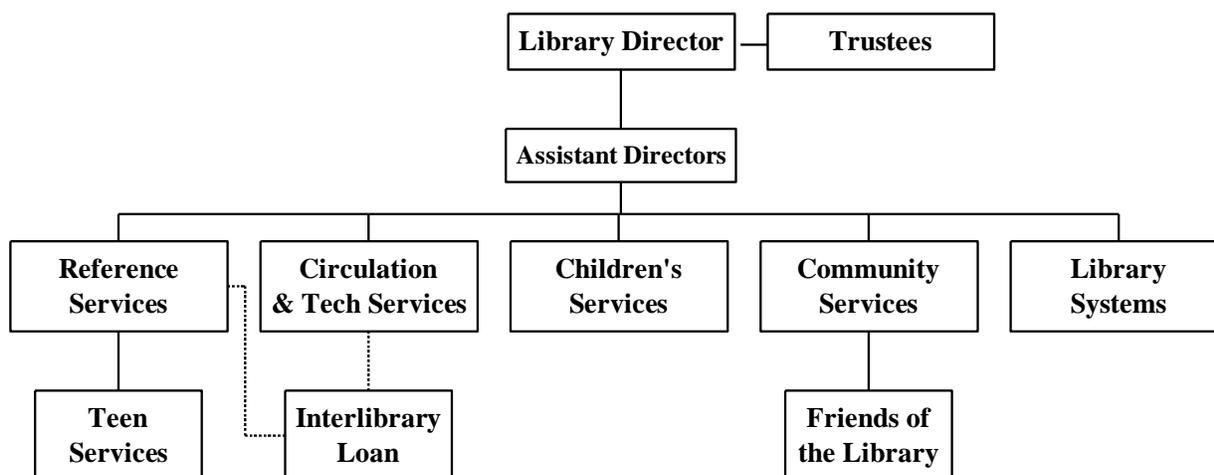
YOUTH SERVICES		FY2015	FY2016	FY2017	FY2018	FY2018
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
YOUTH SERVICES SALARIES						
5110	REG WAGES	249,859	307,203	318,565	319,656	319,656
5130	PART TIME	16,593	11,040	10,000	-	-
5140	SEASONAL	83,548	41,305	40,740	55,222	55,222
5187	RETRO WAGES	-	13,435	-	-	-
SUBTOTAL		350,000	372,983	369,305	374,878	374,878
YOUTH SERVICES EXPENSES						
5211	ELECTRICITY	5,477	23,027	36,000	34,000	31,000
5212	NATURAL GAS	-	11,205	20,000	18,000	18,000
5220	TELEPHONE	3,476	3,596	4,310	3,300	3,300
5225	POSTAGE	53	96	200	200	200
5231	TRANS ALLOWANCE	2,400	2,400	2,400	2,400	2,400
5270	PRINTING	4,601	5,997	5,000	5,000	5,000
5292	RENTAL/FACILITIES	6,332	4,785	3,000	1,500	1,500
5295	OTHR SVCS	6,821	10,771	7,500	10,500	10,500
5310	OFFICE SUPPLIES	3,320	6,207	7,000	7,000	7,000
5321	FOOD	10,134	12,930	10,000	13,000	13,000
5355	AUTOMOTIVE FUEL	8,347	8,066	10,500	8,000	8,000
5370	SUPPLIES CONSTRUCTION		4,768	5,000	5,000	5,000
5392	SUPPLIES RECREATION	6,179	13,207	8,000	11,000	11,000
5710	TRAVEL IN-STATE	1,475	1,386	1,400	1,400	1,400
5715	PROFESSIONAL DEV	-	-	2,000	2,000	2,000
5730	DUES/SUBSCRIPTIONS	474	728	100	100	100
SUBTOTAL		59,089	109,169	122,410	122,400	119,400
YOUTH SERVICES EXPENSES						
	SALES OF SERVICE	-	-	-	(4,482)	(4,482)
	AYF GIFT	-	-	(22,000)	(22,000)	(22,000)
		-	-	(22,000)	(26,482)	(26,482)
TOTAL YOUTH SERVICES		409,089	482,152	491,715	497,278	494,278

MEMORIAL HALL LIBRARY



Mission Statement

Memorial Hall Library's mission is to be an exceptional and innovative public library for the Andover community. The library provides materials in a wide variety of physical and electronic formats, as well as the space, technology, programs, and staffing essential to public library service in 2017.



MEMORIAL HALL LIBRARY

Department Description

Through a diverse blend of materials and services, Memorial Hall Library serves as the educational, informational, and cultural heart of the community. Because of the many programs it provides to all ages and the access it provides to library materials and information technology, approximately 1,200 people per day are counted going into the library. In addition, the library's web page provides access to another 250,000 visitors from outside the building. The library circulates approximately 530,000 items per year.

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

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

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

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

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

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

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

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

MEMORIAL HALL LIBRARY

Vision Statement

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

FY2018 Objectives and Action Items

OVERALL OBJECTIVES

- ◆ Work on the FY 18/FY19 Action Items in our *Five Year Strategic Plan*
- ◆ Enhance Drupal-based library web page www.mhl.org
- ◆ Work with the Town on renovating the Lower Level restrooms and replacing the windows in Memorial Hall
- ◆ Work with MVLC to migrate to a new ILS (integrated library automation system)
- ◆ Continue cross-training of staff to improve customer service

ADMINISTRATION/INFORMATION SERVICES/LIBRARY SYSTEMS

- ◆ Work with Town IT to complete VoIP transition
- ◆ Continue the renovation of the library, creating more functional “people” space, better display of materials, more natural light, more power drops, new furniture, fresh paint, modern window shades, etc.
- ◆ Continue digitizing and indexing local newspapers currently on microfilm
- ◆ Take a leadership role in cooperative initiatives with MVLC related to shared electronic services
- ◆ Plan for the creation of a controlled access MakerSpace on the Ground Level
- ◆ Provide more materials for new Americans

CIRCULATION/ TECHNICAL SERVICES/INTERLIBRARY LOAN

- ◆ Take a leadership role in migrating to a new library automation system
- ◆ Implement the new Acquisitions and Serials modules
- ◆ Reorganize staff to meet evolving patron needs and provide enhanced patron services

TEEN SERVICES

- ◆ Work collaboratively with community groups, Andover Youth Services, and the schools to meet the developmental and library needs of middle and high school students
- ◆ Coordinate with school librarians to organize and promote summer reading
- ◆ Deploy staff to better serve the increased numbers of teens using the library in the afternoons

CHILDREN’S SERVICES

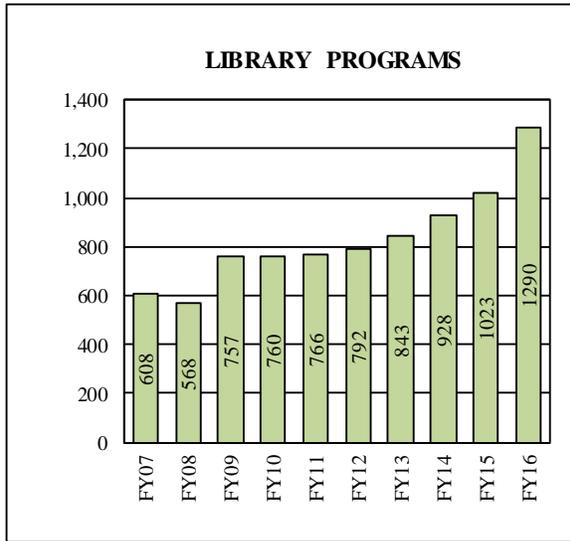
- ◆ Improve signage in the Children’s Room
- ◆ Redevelop our Early Literacy space using the *Family Place Libraries* model
- ◆ Deploy staff to better serve the increased numbers of families using the Children’s Room

COMMUNITY SERVICES

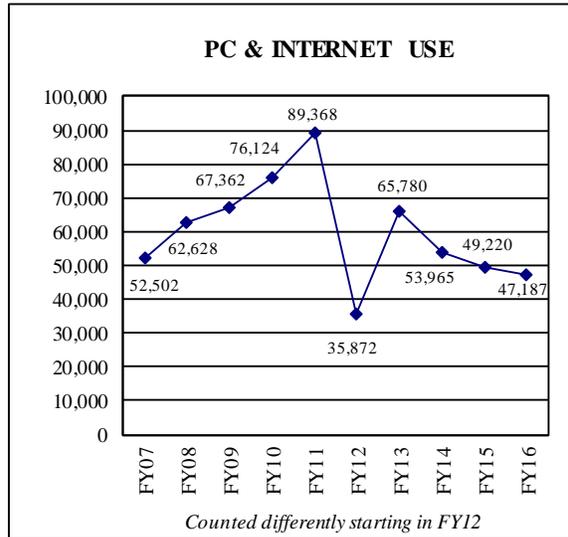
- ◆ Design more space within the library for Andover specific information
 - ◆ Optimize the utility of MHL-Mail to our 15,000 subscribers
 - ◆ Continue to improve use of Social Media to promote library services
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MEMORIAL HALL LIBRARY

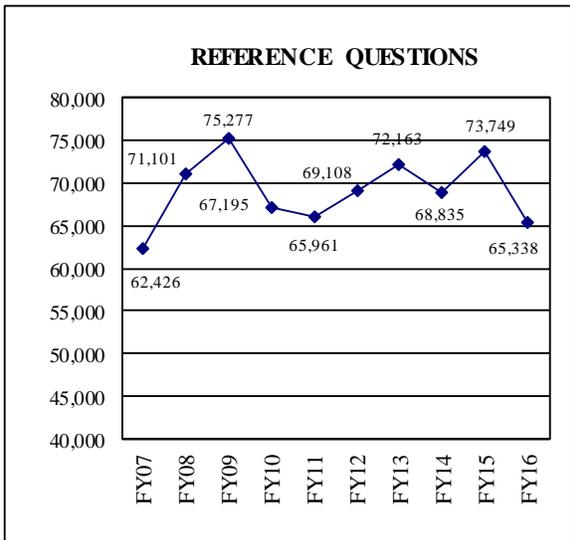
LIBRARY PERFORMANCE STATISTICS



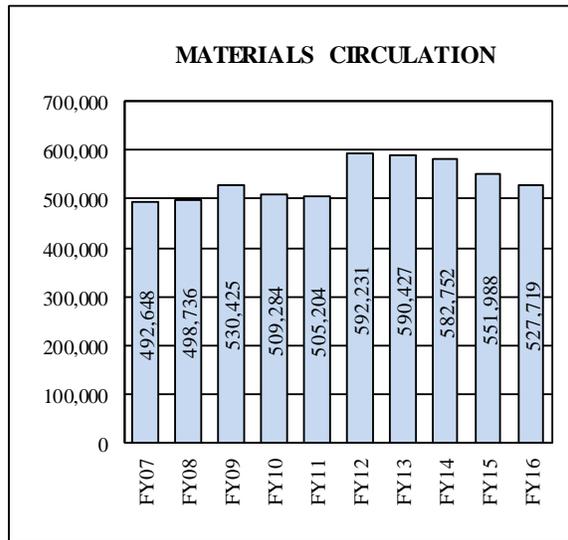
Benchmark (prior 3-yr avg):	931
Most Recent:	1,290
Change from Benchmark:	359
Change from Prior Year:	267



Benchmark (prior 3-yr avg):	56,322
Most Recent:	47,187
Change from Benchmark:	-9,135
Change from Prior Year:	-2,033



Benchmark (prior 3-yr avg):	71,582
Most Recent:	65,338
Change from Benchmark:	-6,244
Change from Prior Year:	-8,411



Benchmark (prior 3-yr avg):	575,056
Most Recent:	527,719
Change from Benchmark:	-47,269
Change from Prior Year:	-47,337

MEMORIAL HALL LIBRARY

MEMORIAL HALL LIBRARY	FTE	FTE	FTE	REQ	TMREC	TMREC
	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2018</u>	<u>FY2018</u>
<u>Full Time</u>						
Library Director	1.0	1.0	1.0	1.0	1.0	115,369
Assistant Library Director	1.0	1.0	1.0	1.0	1.0	83,082
Assistant Library - Coordinator Technical & Circulation Services	1.0	1.0	1.0	1.0	1.0	86,408
Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	172,474
Library Systems Coordinator	1.0	1.0	1.0	1.0	1.0	69,842
Librarian	6.0	6.0	8.0	8.0	8.0	548,124
Comm Services Librarian	1.0	1.0	1.0	1.0	1.0	67,292
Acquisitions Head	1.0	1.0	1.0	1.0	1.0	59,000
Executive Secretary	1.0	1.0	1.0	1.0	1.0	65,005
Library Asst II	2.0	2.0	2.0	2.0	2.0	113,765
Library Assistant	3.0	3.0	2.0	2.0	2.0	99,832
Unclassified						13,565
	20.0	20.0	21.0	21.0	21.0	1,493,758
<u>Part Time</u>						
Librarians	1.8	1.8	0.6	0.6	0.6	44,229
Library Assistant	4.8	4.8	5.9	5.9	5.9	283,110
Pages and Aides						122,000
	6.6	6.6	6.5	6.5	6.5	449,339
GRAND TOTAL	26.6	26.6	27.5	27.5	27.5	1,943,097

MEMORIAL HALL LIBRARY

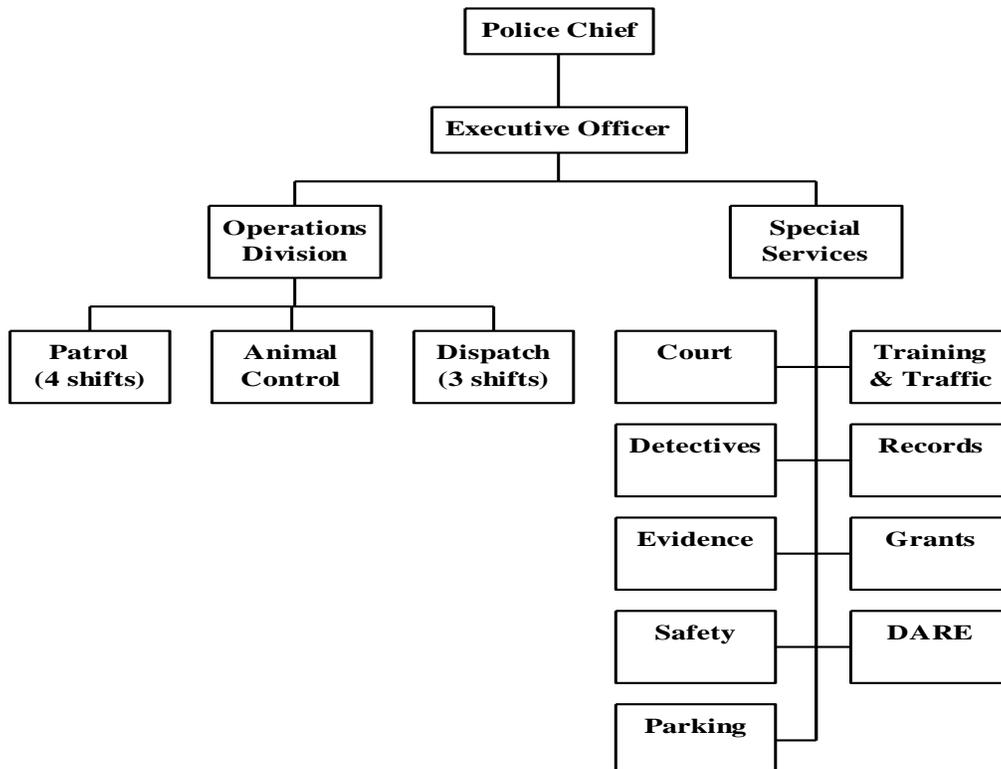
LIBRARY		FY2015	FY2016	FY2017	FY2018	FY2018
		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
LIBRARY SALARIES						
5110	REG WAGES	1,439,917	1,466,160	1,470,498	1,493,758	1,493,758
5120	OVERTIME	56,557	51,215	67,200	68,600	68,600
5130	PART TIME	483,137	477,660	526,224	449,339	449,339
5187	RETRO WAGES	-	84,155	-	-	-
SUBTOTAL		1,979,611	2,079,190	2,063,922	2,011,697	2,011,697
LIBRARY EXPENSES						
5211	ELECTRICITY	79,091	85,978	107,325	107,325	77,325
5213	NATURAL GAS/OIL	28,536	20,487	30,000	30,000	30,000
5220	TELEPHONE	5,939	5,822	4,000	4,000	4,000
5225	POSTAGE	3,142	5,374	5,000	5,000	5,000
5270	PRINTING	339	933	1,000	1,000	1,000
5282	REP-OFFICE EQUIP	4,549	4,623	7,000	7,000	7,000
5284	REP-COMPUTERS	84,312	86,636	87,250	91,500	91,500
5295	OTHR SVCS	2,963	3,939	4,000	4,000	4,000
5310	OFFICE SUPPLIES	3,798	3,849	4,000	4,000	4,000
5330	SUPPLIES/BUILDING	20,595	24,047	24,000	24,000	24,000
5350	SUPPLIES/EQUIPMENT	16,675	17,257	17,500	17,500	17,500
5391	SUPPLIES/DATA PROC	-	1,045	-	-	-
5394	SUPPLIES/BOOKS	320,471	331,951	330,000	340,000	340,000
5430	OTHER EQUIPMENT	49,038	56,374	49,000	49,000	49,000
5710	TRAVEL IN-STATE	590	1,314	1,500	1,500	1,500
SUBTOTAL		620,038	649,629	671,575	685,825	655,825
TOTAL LIBRARY		2,599,649	2,728,819	2,735,497	2,697,522	2,667,522

POLICE DEPARTMENT



Mission Statement

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



POLICE DEPARTMENT

Department Description

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

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

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

OPERATIONS DIVISION:

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

Specialized Patrol Units

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

POLICE DEPARTMENT

barns.

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

SPECIAL SERVICES DIVISION:

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

EMERGENCY MANAGEMENT:

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

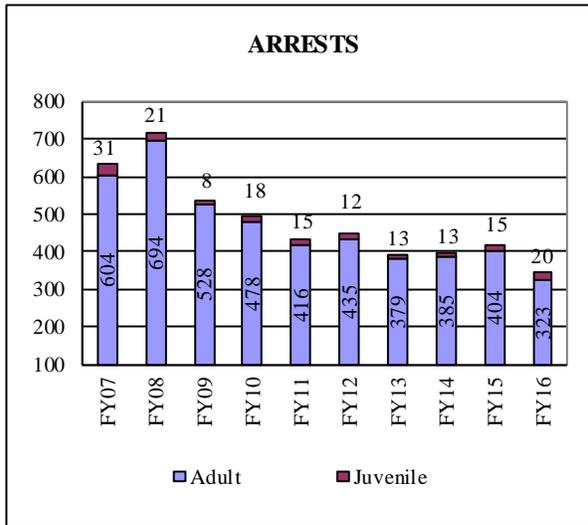
POLICE DEPARTMENT

FY2018 Objectives

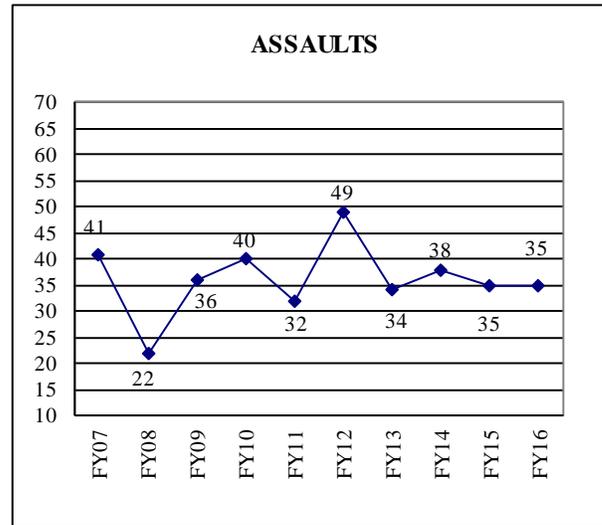
- ◆ To develop and maintain programs aimed at crime prevention.
- ◆ To provide for positive enforcement measures against established criminal activities.
- ◆ To maintain our current, and expand community policing programs within the community.
- ◆ To facilitate a proper response to all calls for service from the community.
- ◆ To continue to protect the rights and dignity of all persons as provided by law and under the Constitutions of the United States and the Commonwealth of Massachusetts.
- ◆ To continue to instill confidence in the community we serve by maintaining a high degree of professionalism, integrity, impartiality, high ethical standards, dedication and expertise in the delivery of our services within our operating budget.
- ◆ To continue to provide outstanding Police Services, Emergency Management Services, Animal Control Services and Parking Services for the Andover Community.
- ◆ Continue to evaluate and develop the Downtown Parking Program to ensure safe and effective traffic movement in the Business District.
- ◆ To provide Education, Training and Counseling to the Community on Substance Abuse by hiring trained and educated professionals to conduct these tasks.

POLICE DEPARTMENT

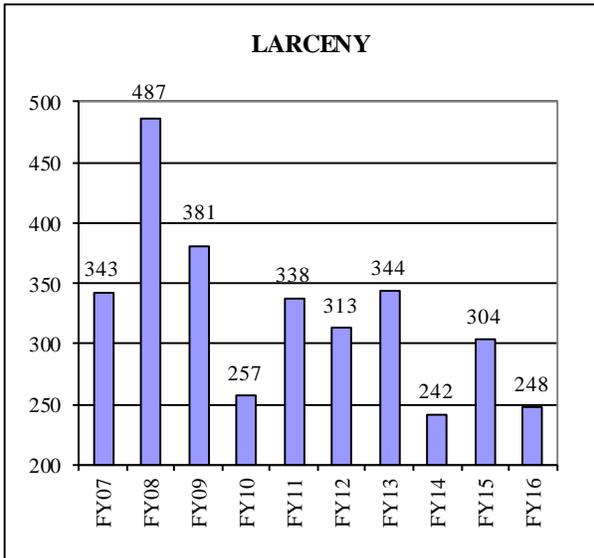
POLICE PERFORMANCE STATISTICS



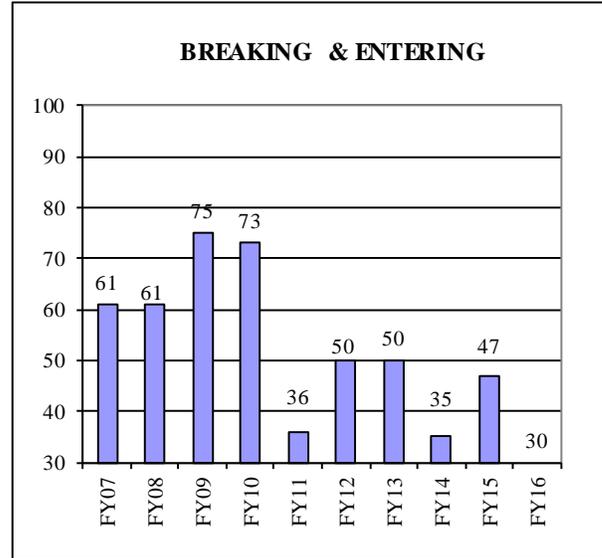
Benchmark - Adult (prior 3-yr avg):	389
Most Recent:	323
Change from Benchmark:	-66
Change from Prior Year:	-81



Benchmark (prior 3-yr avg):	36
Most Recent:	35
Change from Benchmark:	-1
Change from Prior Year:	0



Benchmark (prior 3-yr avg):	297
Most Recent:	248
Change from Benchmark:	-49
Change from Prior Year:	-56



Benchmark (prior 3-yr avg):	44
Most Recent:	30
Change from Benchmark:	-14
Change from Prior Year:	-17

POLICE DEPARTMENT

<u>Positions</u>	<u>FTE</u>	<u>FTE</u>	<u>FTE</u>	<u>FTE</u>	<u>REQ</u>	<u>TMREC</u>
	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2018</u>	<u>FY2018</u>
Chief of Police (M-3)	1.00	1.00	1.00	1.00	1.00	165,294
Lieutenant (R)	6.00	6.00	6.00	6.00	6.00	774,612
Sergeant (Q)	8.00	8.00	8.00	8.00	8.00	846,382
Patrol Officers * (P)	37.00	37.00	37.00	37.00	37.00	2,931,079
School Patrol Officer ** (P)	1.00	1.00	1.00	1.00	1.00	67,480
Less Andover School Contribution						(46,717)
Office Assistant II (I-12)	1.00	1.00	1.00	1.00	1.00	54,104
Office Assistant III (I-16)	1.00	1.00	1.00	1.00	1.00	64,897
Executive Assistant (I-18)	1.00	1.00	1.00	1.00	1.00	68,180
Records Clerk (I-12)	2.00	2.00	2.00	2.00	2.00	111,979
Community Support Coordinator (I-26)		1.00	1.00	1.00	1.00	84,967
Unclassified						203,286
	58.00	59.00	59.00	59.00	59.00	5,325,543
<u>PART-TIME</u>						
Alternative Sentencing Program						8,600
Office Asst II (Full-time FY15)						
New Horizons after school program	0.5	0.5	0.5	0.5	0.5	18,000
Reserve Officers						19,100
Matrons						4,300
	0.5	0.5	0.5	0.5	0.5	50,000
<u>CENTRAL DISPATCHING</u>						
Dispatch Supervisor (D2)	1.0	1.0	1.0	1.0	1.0	71,147
Dispatcher (D1)	10.0	10.0	10.0	10.0	10.0	624,632
Reserve Dispatchers						35,000
	11.0	11.0	11.0	11.0	11.0	730,779
<u>ANIMAL CONTROL</u>						
Animal Control Officer (I-16)	1.0	1.0	1.0	1.0	1.0	67,270
	1.0	1.0	1.0	1.0	1.0	67,270
<u>PARKING CONTROL</u>						
Parking Control Supervisor (I-12)	1.0	1.0	1.0	1.0	1.0	57,693
Parking Control Assistant (I-10)	0.5	0.5	0.5	0.5	0.5	20,923
	1.5	1.5	1.5	1.5	1.5	78,616
TOTAL	72.0	73.0	73.0	73.0	73.0	6,252,208

POLICE DEPARTMENT

POLICE DEPARTMENT		FY2015	FY2016	FY2017	FY2018	FY2018
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
POLICE DEPT SALARIES						
5110	REG WAGES	4,877,894	5,055,506	5,342,566	5,325,543	5,325,543
5111	ILD INJURED ON DUTY	85,196	85,268	-	-	-
5123	MISC OT	807,925	941,496	860,000	900,000	900,000
5125	COURT DUTY	74,330	86,193	100,000	80,000	80,000
5127	INVESTIGATIONS	9,773	15,596	12,000	16,000	16,000
5130	PART TIME	35,129	33,071	62,924	50,000	50,000
5187	RETRO WAGES	-	197,035	-	-	-
5189	UNCLASSIFIED PAY	-	-	-	-	-
SUBTOTAL		5,890,247	6,414,165	6,377,490	6,371,543	6,371,543
POLICE DEPT EXPENSES						
5211	ELECTRIC	115,913	129,968	141,000	141,000	101,000
5213	NATURAL GAS/OIL	60,422	44,943	50,000	50,000	50,000
5220	TELEPHONE	57,357	62,619	35,000	35,000	35,000
5285	REP/OTHER EQUIP	107,037	121,142	142,000	145,500	145,500
5287	REPAIRS/RADIO EQUIP	70,890	111,403	88,000	88,000	88,000
5291	EQUIPMENT RENTAL	30,636	36,480	35,600	35,600	35,600
5350	OPERATING SUPPLIES	60,704	59,207	85,000	85,000	85,000
5355	AUTOMOTIVE FUEL	85,950	62,400	111,000	111,000	81,000
5395	OTHER COMMODITIES	47,883	49,553	66,000	77,500	77,500
5410	MACHINERY/EQUIPMENT	34,026	42,382	42,500	48,500	48,500
5710	TRAVEL IN STATE	3,730	726	2,000	3,600	3,600
5715	PROF DEV	16,372	16,218	17,000	20,000	20,000
5720	TRAVEL OUT OF STATE	-	-	-	-	-
5730	DUES/SUBSCRIPTIONS	16,665	17,238	17,000	18,000	18,000
SUBTOTAL		874,699	957,539	1,013,800	1,047,400	977,400
POLICE DEPT SALARIES						
5811	FROM SALE OF SERVICE	(80,914)	(107,397)	(75,000)	(75,000)	(75,000)
5831	FROM RESERVE FUNDS	(68,074)	(59,474)	(82,047)	(40,000)	(40,000)
TOTAL POLICE DEPARTMENT		6,615,958	7,204,833	7,234,243	7,303,943	7,233,943

POLICE DEPARTMENT

POLICE CENTRAL DISPATCH PUBLIC SAFETY	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
CENTRAL DISPATCH SALARIES					
5110 REG WAGES	682,798	669,032	705,523	695,779	695,779
5123 MISC OT	113,612	102,445	110,000	110,000	110,000
5130 PART TIME	25,967	23,608	35,000	35,000	35,000
5187 RETRO WAGES	-	12	-	-	-
SUBTOTAL	822,377	795,097	850,523	840,779	840,779
CENTRAL DISPATCH EXPENSES					
5285 REP/OTHER EQUIP	2,497	2,878	2,500	2,500	2,500
5287 REPAIRS/RADIO EQUIP	6,802	4,350	5,000	5,000	5,000
5291 EQUIPMENT RENTAL	5,171	12,046	5,000	5,000	5,000
5294 CLOTHING ALLOWANCE	4,816	4,919	5,500	5,500	5,500
5310 OFFICE SUPPLIES	473	431	500	500	500
5350 OPERATING SUPPLIES	4,139	4,910	5,860	6,000	6,000
5420 OFFICE EQUIPMENT	1,371	1,386	1,502	1,502	1,502
5710 TRAVEL			-	-	-
5715 PROFESSIONAL DEVELOPMENT	-	660	1,200	3,000	3,000
SUBTOTAL	25,269	31,580	27,062	29,002	29,002
TOTAL POLICE CENTRAL DISPATCH	847,646	826,677	877,585	869,781	869,781

POLICE ANIMAL CONTROL PUBLIC SAFETY	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
POLICE ANIMAL CONTROL SALARIES					
5110 REG WAGES	65,207	65,870	67,535	67,270	67,270
5120 OVERTIME	3,328	2,735	3,000	3,500	3,500
SUBTOTAL	68,535	71,836	70,535	70,770	70,770
POLICE ANIMAL CONTROL EXPENSES					
5294 CLOTHING ALLOWANCE	992	932	1,000	1,000	1,000
5295 OTHER SERV	4,388	6,743	5,000	5,000	5,000
5310 OFFICE SUPPLIES	-	-	300	300	300
5350 OPERATING SUPPLIES	638	1,079	1,000	1,000	1,000
SUBTOTAL	6,018	8,754	7,300	7,300	7,300
TOTAL POLICE ANIMAL CONTROL	74,553	80,590	77,835	78,070	78,070

POLICE DEPARTMENT

POLICE EMERGENCY PREP. PUBLIC SAFETY	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
EMERGENCY PREP SALARIES					
5130 PART TIME	1,502	1,513	1,500	1,550	1,550
SUBTOTAL	1,502	1,513	1,500	1,550	1,550
POLICE - EMERGENCY PREP EXPENSES					
5220 TELEPHONE	540	649	564	700	700
5350 OPERATING SUPPLIES	2,572	-	2,500	2,500	2,500
5360 REPAIR PARTS/EQUIP	6,000	16,916	17,000	17,000	17,000
SUBTOTAL	9,194	17,565	20,364	20,500	20,500
TOTAL POLICE EMERGENCY PREP	10,696	19,078	21,864	22,050	22,050

POLICE PARKING CONTROL PUBLIC SAFETY	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
PARKING CONTROL SALARIES					
5110 REG WAGES	55,923	56,492	58,463	57,693	57,693
5120 OVERTIME	2,151	369	1,500	1,200	1,200
5130 PART TIME	15,186	18,964	19,590	20,923	20,923
5187 RETRO WAGES	-	3,413	-	-	-
SUBTOTAL	73,260	79,238	79,553	79,816	79,816
PARKING CONTROL EXPENSES					
5206 INSURANCE	15,387	15,387	-	-	-
5294 CLOTHING ALLOWANCE	2,013	1,185	1,000	1,000	1,000
5310 OFFICE SUPPLIES	14,405	30,595	20,000	20,000	20,000
5350 OPERATING SUPPLIES	26,862	24,121	30,000	30,000	30,000
SUBTOTAL	58,667	71,288	51,000	51,000	51,000
PARKING CONTROL SALARIES					
5831 FROM RESERVE FUNDS	(73,260)	(79,238)	(76,953)	(79,816)	(79,816)
SUBTOTAL	(73,260)	(79,238)	(76,953)	(79,816)	(79,816)
PARKING CONTROL EXPENSES					
SUBTOTAL	(58,667)	(71,288)	(51,000)	(51,000)	(51,000)
TOTAL PARKING CONTROL	-	-	2,600	-	-

FIRE RESCUE



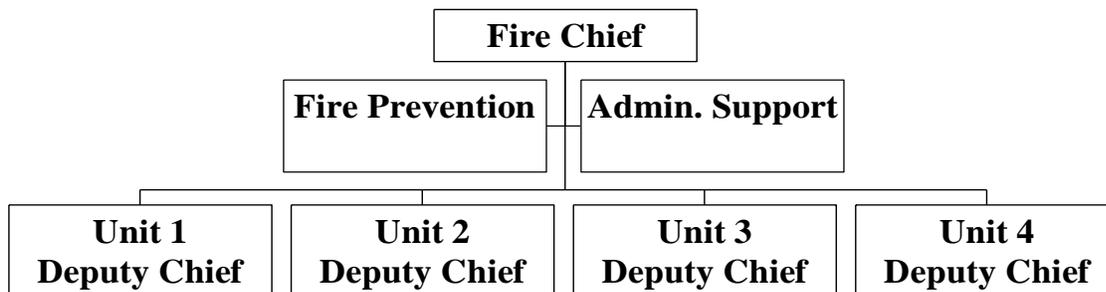
Mission Statement

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

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

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

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



FIRE RESCUE

Department Description

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

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

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

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

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

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

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

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

FIRE RESCUE

Vision Statement

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

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

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

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

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

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

Value Statement

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

FY2018 Objectives

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

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

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

- ◆ Assist the Ballardvale Fire Station Committee in securing an appropriate site for the replacement station as

FIRE RESCUE

identified in the most current feasibility study.

- ◆ Continue dialogue with community partners to develop a plan for emergency access to the Merrimack River for rescue purposes.
- ◆ Complete communications reliability upgrades with fiber optic and microwave network.
- ◆ Begin planning for the replacement of the West Fire Station as identified in the Town of Andover Master Plan.
- ◆ Collaborate with Municipal Services to rehabilitate areas of the West and Ballardvale substations.

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

- ◆ Analyze methods of which to retain all current personnel and staffing.
- ◆ Continue to utilize new employee evaluation and skills program.
- ◆ Provide educational opportunities to all personnel seeking professional development.
- ◆ Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education activities.
- ◆ Approval of a new position to manage all EMS and Fire training within the organization.

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

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

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

- ◆ Develop relationships with DFS to establish representation on all statewide training initiatives.
- ◆ Initiate a plan to attain EMS accreditation.
- ◆ Maintain annual training programs for all Andover Fire Rescue personnel.
- ◆ Continue the implementation of the probationary progress review program.
- ◆ Continue to promote Andover as a location to sponsor fire, rescue, and EMS training deliveries for the Merrimack Valley region.

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

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

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

- ◆ Maintain capital replacement program for all apparatus and staff vehicles.
- ◆ Maintain the existing preventive maintenance programs currently in place.
- ◆ Purchase state-of-the-art apparatus diagnostic testing equipment for troubleshooting.
- ◆ Maintain annual pump testing program.
- ◆ Maintain the annual ladder testing program.
- ◆ Maintain the annual hose testing program.

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

- ◆ Continue to provide quality patient care to all citizens within the Town of Andover and meet response time requirements as set forth by the NFPA and AHA.

FIRE RESCUE

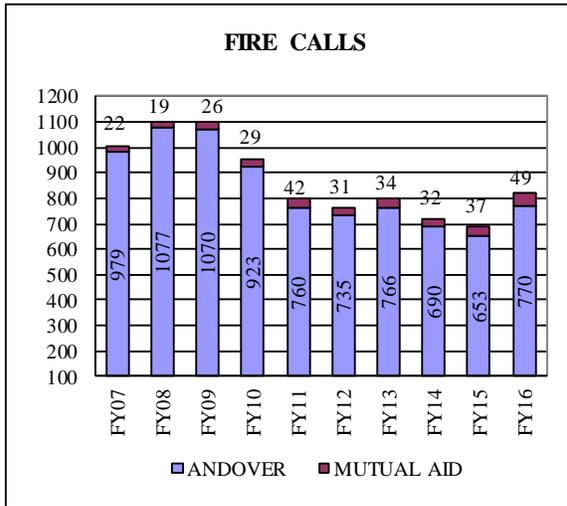
- ◆ Continue with the customer service survey program.
- ◆ Sustain EMS Quality Assurance and Training program.
- ◆ Investigate additional EMS revenue streams to include the introduction of ALS and non-emergent in home patient care in conjunction with our affiliate hospital.
- ◆ Continue to implement EMS Standard Operating Guidelines.
- ◆ Develop a plan to provide increased EMS coverage for large scale events.
- ◆ Development of a fire based Advanced Life Support system within the Town of Andover.

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

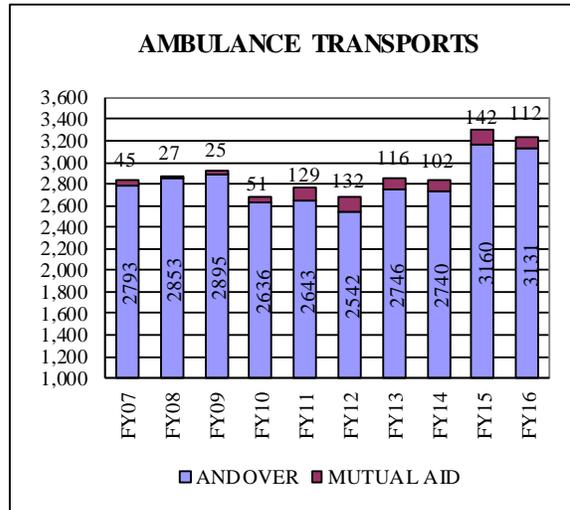
- ◆ Develop a plan to add additional fire protection water supply capabilities in the Harold Parker area.
- ◆ Assist the water department with the continuance of a hydrant replacement program.
- ◆ Assist the water department with a public education program related to the hydrant flushing program.
- ◆

FIRE RESCUE

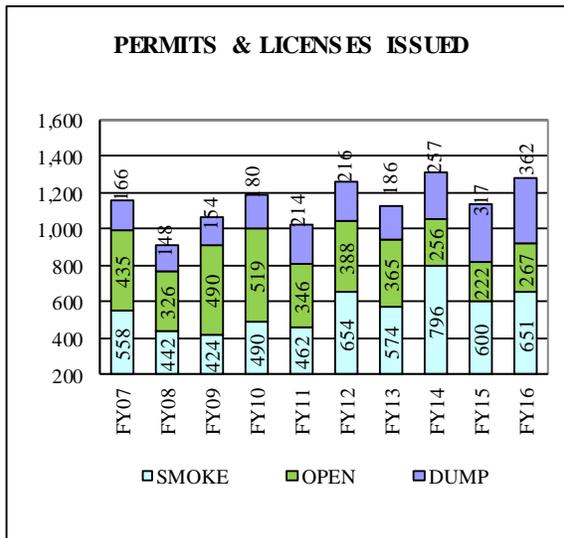
FIRE RESCUE PERFORMANCE STATISTICS



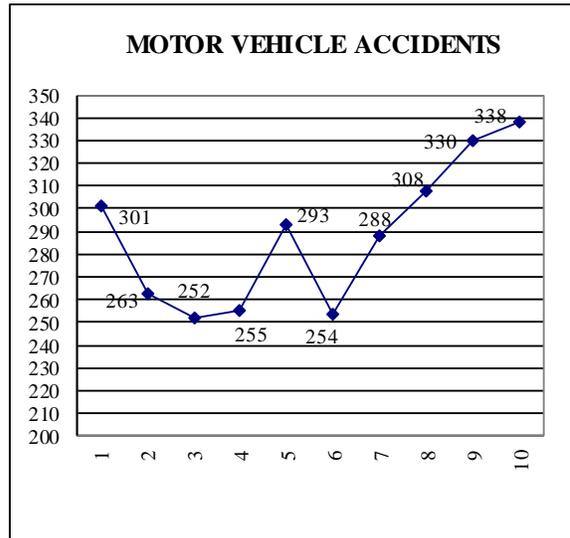
Benchmark - Andover (prior 3-yr avg):	737
Most Recent:	819
Change from Benchmark:	+82 ▲
Change from Prior Year:	+129 ▲



Benchmark - Andover (prior 3-yr avg):	3002
Most Recent:	3243
Change from Benchmark:	+241 ▲
Change from Prior Year:	-59 ▲



Benchmark - Total (prior 3-yr avg):	1191
Most Recent:	1280
Change from Benchmark:	+89 ▲
Change from Prior Year:	+141 ▲



Benchmark (prior 3-yr avg):	309
Most Recent:	338
Change from Benchmark:	+29 ▲
Change from Prior Year:	+8 ▲

FIRE RESCUE

FIRE-RESCUE	FTE	FTE	FTE	REQ	TMREC	TMREC
	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2018</u>	<u>FY2018</u>
Fire Chief	1.0	1.0	1.0	1.0	1.0	150,145
Executive Secretary	1.0	1.0	1.0	1.0	1.0	67,849
Office Assistant II	1.0	1.0	1.0	1.0	1.0	55,769
Deputy Chief	4.0	4.0	4.0	4.0	4.0	477,516
Lieutenant	13.0	13.0	13.0	13.0	13.0	1,220,164
Firefighter *	52.0	52.0	52.0	52.0	52.0	3,804,961
Unclassified						205,471
GRAND TOTAL	72.0	72.0	72.0	72.0	72.0	5,981,875

FIRE RESCUE

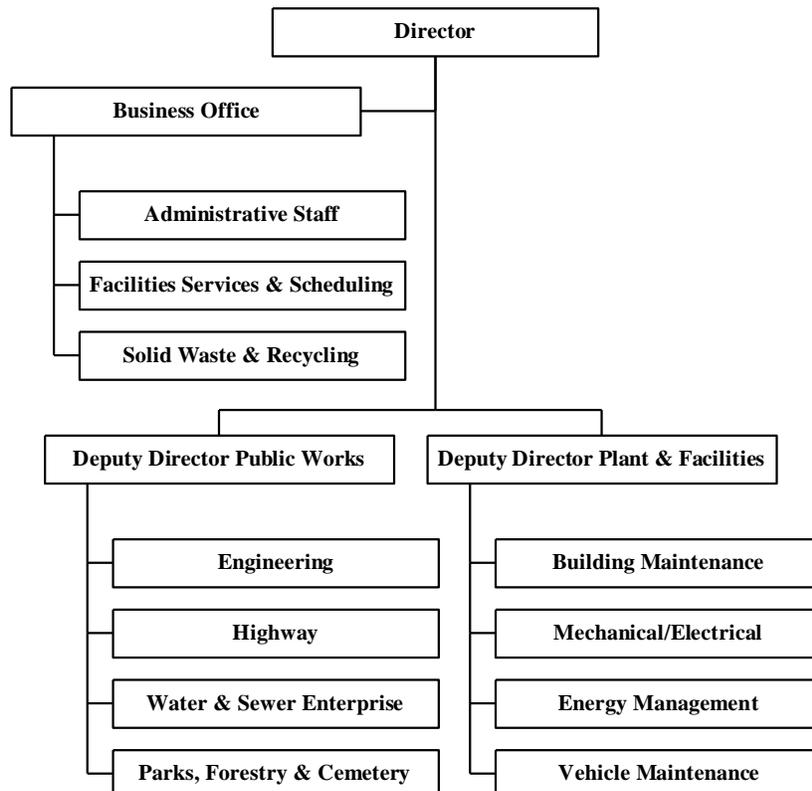
FIRE RESCUE DEPARTMENT	FY2015	FY2016	FY2017	FY2018	FY2018
PUBLIC SAFETY	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
FIRE RESCUE SALARIES					
5110 REG WAGES	5,510,837	5,777,423	5,898,718	5,981,875	5,981,875
5111 ILD INJURED ON DUTY	83,351	53,368	-	-	-
5118 ALS WAGES	-	-	-	-	-
5123 OVERTIME	1,142,998	933,940	1,100,000	1,100,000	1,100,000
5187 RETRO WAGES	786,380	11,628	-	-	-
5189 UNCLASSIFIED PAY	-	-	-	-	-
SUBTOTAL	7,523,566	6,776,359	6,998,718	7,081,875	7,081,875
FIRE RESCUE EXPENSES					
5211 ELECTRIC	12,287	16,421	13,838	13,838	10,838
5213 NATURAL GAS /OIL	10,724	9,662	8,000	8,000	8,000
5220 TELEPHONE	9,521	14,188	15,000	15,000	15,000
5271 CREDIT CARD FEES	248	45	300	150	150
5281 REPAIRS/BUILDING	2,222	2,534	2,500	2,500	2,500
5285 REP/OTHER EQUIP	12,290	16,885	18,500	27,600	27,600
5287 REPAIRS/RADIO EQUIP	15,022	16,375	15,000	18,000	18,000
5294 CLOTHING ALLOWANCE	103,881	88,082	88,100	75,000	75,000
529501 PROTECTIVE CLOTHING	11,672	20,000	20,000	33,000	33,000
529502 TRAINING	15,373	19,257	25,000	25,000	25,000
529503 AMBULANCE BILLING FEES	48,275	48,834	59,000	50,000	50,000
5296 MEDICAL EXPENSES	48,171	30,569	30,000	30,000	30,000
5310 OFFICE SUPPLIES	6,003	4,523	6,000	6,000	6,000
5330 SUPPLIES/BUILDING	11,545	12,000	12,000	12,000	12,000
5350 SUPPLIES/EQUIPMENT	40,855	61,561	36,000	42,000	42,000
5355 AUTOMOTIVE FUEL	52,267	37,334	63,000	63,000	48,000
5360 REP/PARTS/EQUIP	3,208	4,335	4,500	4,500	4,500
5393 SUPPLIES FIREFIGHTING	51,332	44,790	44,600	44,600	44,600
5430 OTHER EQUIPMENT	16,123	21,629	15,500	15,500	15,500
5720 TRAVEL/OUT	439	1,783	5,000	5,000	5,000
5730 DUES/SUBSCRIPTIONS	14,926	15,046	16,500	16,500	16,500
SUBTOTAL	486,384	485,853	498,338	507,188	489,188
FIRE RESCUE SALARIES					
5811 FROM SALE OF SERVICE	(1,287,737)	(1,419,136)	(1,250,000)	(1,300,000)	(1,300,000)
581101 FROM SALE OF ALS SERVICE	-	-	-	-	-
SUBTOTAL	(1,287,737)	(1,419,136)	(1,250,000)	(1,300,000)	(1,300,000)
TOTAL FIRE RESCUE DEPARTMENT	6,722,213	5,843,076	6,247,056	6,289,063	6,271,063

MUNICIPAL SERVICES



Mission Statement

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



MUNICIPAL SERVICES

Department Description

The Administration/Business Office oversees the operations of the Municipal Services department and its various divisions. The Business Office staff coordinates the department's activities, develops and monitors the annual budget, assists in Capital Improvement Program development, accounts payable, financial analysis, prepares personnel and payroll records, coordinates the hiring of new employees, manages labor agreement issues, develops and implements departmental policies, coordinates the administrative support for all divisions, and handles all public inquiries. The Business Office staff are also responsible for administrative support for the following: major construction and capital improvement projects, the work control center function which includes the computerized work order system, all vehicle maintenance tracking, Town and School access control security systems, the central vehicle fuel depot (which utilizes a computerized access and tracking system), utility and fuel contracts for all Town & School accounts., purchasing and inventory management for all materials, , the Bald Hill leaf composting facility, including permit sales and customer interface.

The Building Maintenance Division maintains all roof systems, masonry, walls, ceilings, and performs interior and exterior painting, installs and maintains all locks, hardware, doors, windows and a variety of interior and exterior building related systems and components. This division is also responsible for all Town and School security systems, including the new integrated access control/closed circuit TV systems, perimeter security systems, and key and access card issues. They maintain and replace all School and Town playground equipment. They are also responsible for all custodial services provided to the Library, Public Safety, the Town House and Town Offices buildings.

The Energy and Utilities Division is responsible for Town wide energy management systems, planning and implementing energy policies and projects, negotiating energy supply contracts, applying for and managing energy grant and utility incentive programs, and adherence and reporting to the DOER, as is required to maintain Andover's status as a Massachusetts Green Community.

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

The Facilities Services Division This division schedules the use and rental of all School buildings, Town and School fields and the Town House function hall to non-profit groups, private organizations, individuals and Town and School activities. This excludes the Collins Field House, Dunn Gymnasium, Collins Center and fields at Andover High School, which are scheduled through the School Department.

The Highway Division is responsible for maintenance and construction of all the roadways (including curbs), sidewalks, guardrails, storm drains, culverts and catch basin structures. Highway is also responsible for snow and ice control during the wintertime with the assistance of the other divisions. The Highway Division is also responsible for all street sign installations and repairs, and for all required street/parking lot markings

The Mechanical/Electrical Division maintains and upgrades building HVAC, lighting, electrical and plumbing systems and also maintains traffic signals and Town owned streetlights. The division designs and manages major mechanical and electrical projects, reviews and produces project specifications for outside contractor procurement, and assures compliance with state and federal regulations regarding inspections and permits for all mechanical building systems. The Mechanical/Electrical division also monitors, programs and performs upgrades on the energy management system.

The Parks & Grounds, Forestry and Cemetery Divisions:

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

Forestry is responsible for the care and maintenance of all Town public shade trees and roadside vegetation. There are approximately 200 miles of roadways in Andover. Annual roadside mowing is done on approximately 75 miles of

MUNICIPAL SERVICES

roadways. This division also maintains the Bald Hill leaf composting facility.

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

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

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

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

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

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

FY2018 Objectives

DIVISION: ADMINISTRATION/BUSINESS OFFICE

- ◆ Continue updating the long and short range plans for the department.
- ◆ Maintain and improve relationships with the Community.
- ◆ Insure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- ◆ Sustain the existing level of services within the limits Proposition 2-1/2 and other budgetary constraints.
- ◆ Begin next phase of implementation of the CMMS, Computerized Management Maintenance System (citizen request module, work order generation and asset management).
- ◆ Implement planned capital projects
- ◆ Support the Town Yard solution

DIVISION: BUILDING MAINTENANCE

- ◆ Implement Town and School capital improvement projects
- ◆ Provide support for the Town Yard project and the Youth Center project
- ◆ Continue to investigate opportunities to make the custodial function more cost effective
- ◆ Continue implementation of the Security Master Plan for Town and School buildings
- ◆ Continue implementing planned improvements in Town/School Handicap Master Plan
- ◆ Continue to implement the School Site Master Plan
- ◆ In cooperation with the Mechanical Electrical division, provide carpentry support for the IT department's infrastructure enhancement installations.

DIVISION: ENERGY MANAGEMENT

- ◆ Investigate and implement Energy Conservation opportunities for Town and School buildings
- ◆ Coordinate energy conservation measures across all operating divisions.
- ◆ Energy Conservation – provide leadership role in Town/School energy conservation plan
- ◆ Negotiate competitive long term energy supply contracts.

MUNICIPAL SERVICES

- ◆ Pursue utility rebates and incentives as well as State and Federal grants to fund energy projects.
- ◆ Maintain Andover's Green Community status and apply for our fifth Green Community grant in FY2018.

DIVISION: ENGINEERING

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

DIVISION: FACILITIES SERVICES

- ◆ Support the Town and School energy conservation program.
- ◆ Promote the Town House function facility to increase rental activity.
- ◆ Work with Town and Youth Sports Groups to best utilize the Town fields.
- ◆ Review policies, procedures and fee schedules to optimize efficiencies and increase revenues.

DIVISION: HIGHWAY

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

DIVISION: MECHANICAL/ELECTRICAL

- ◆ Support the IT department with data cable infrastructure, projector and wireless router installation at all schools.
- ◆ Implement Town and School capital improvement projects
- ◆ Update AHERA Master Plan
- ◆ Provide support for all new construction projects.

DIVISION: PARKS & GROUNDS, FORESTRY, and CEMETERY

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

DIVISION: SEWER

- ◆ Operations have begun at the newly rehabilitated Greater Lawrence Sanitary District (GLSD) plant with the completion of the two facility projects to construct the sewerage digesters and the sludge-to-fertilizer plant. This allows area communities to be self sufficient in the disposal of bio-solids created as a by-product of wastewater treatment process, replacing the former incineration and long distance trucking methods for disposal.
- ◆ Maintain the integrity of the existing collection system.
- ◆ Implement an operational maintenance plan associated with the eleven sewer pumping stations.
- ◆ Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- ◆ Develop alternatives that will minimize costs to the Town of Andover for implementing federally mandated construction projects designed to eliminate Combined Sewer Overflows that occur in the Greater Lawrence Sanitary District (GLSD) of which we are part. Explore additional waste to energy opportunities with bio-waste.

DIVISION: SOLID WASTE

- ◆ Manage the Town's solid waste curbside collection contracts for rubbish and recyclable materials to ensure

MUNICIPAL SERVICES

a high level of satisfaction from the residents and other municipal departments.

- ◆ Evaluate the options for collecting our solid waste materials to ensure that we are using the most cost effective/environment-friendly methods possible.
- ◆ Continue to support the School Recycling Initiative Program across the district.
- ◆ Investigate all possible options for waste disposal available to the Town of Andover.

DIVISION: STREET LIGHTING

- ◆ Begin the conversion to LED fixtures with a lease to purchase plan.
- ◆ Investigate areas for potential savings through elimination of unnecessary fixtures, changing light output where appropriate, or converting to more efficient lamps.

DIVISION: VEHICLE MAINTENANCE

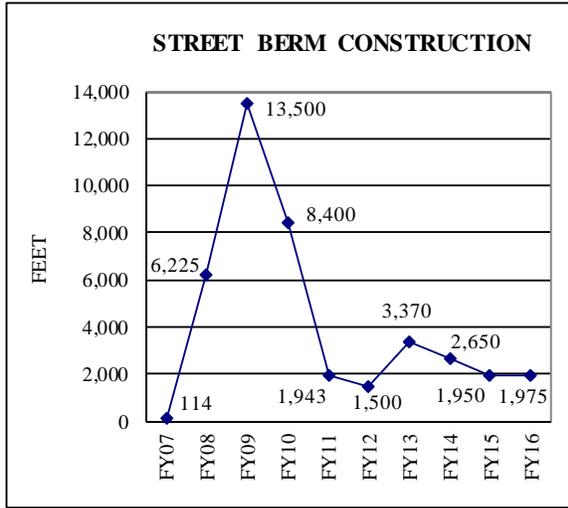
- ◆ Provide support to CIP vehicle purchases for all departments
- ◆ Provide support to Highway snow removal operations
- ◆ Continue to investigate/upgrade of the Vehicle Fuel Dispensing System

DIVISION: WATER

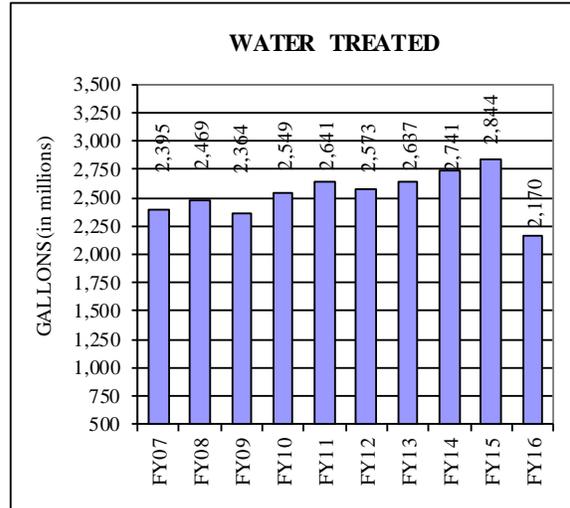
- ◆ To provide the highest quality drinking water that meets all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- ◆ Perform town wide sample collection and testing for compliance with EPA tri-annual lead and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

MUNICIPAL SERVICES

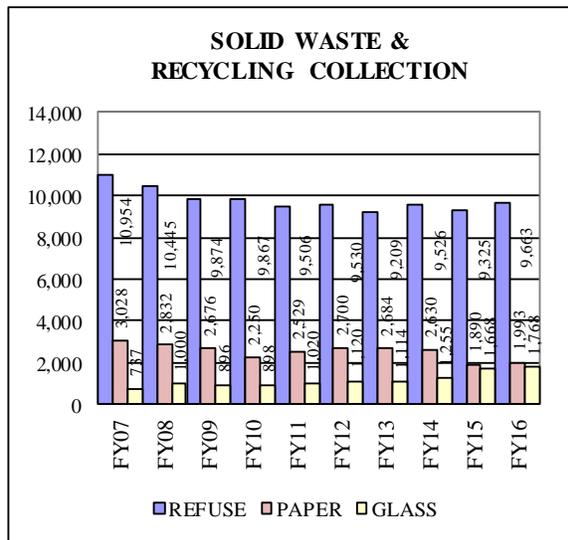
MUNICIPAL SERVICES PERFORMANCE STATISTICS



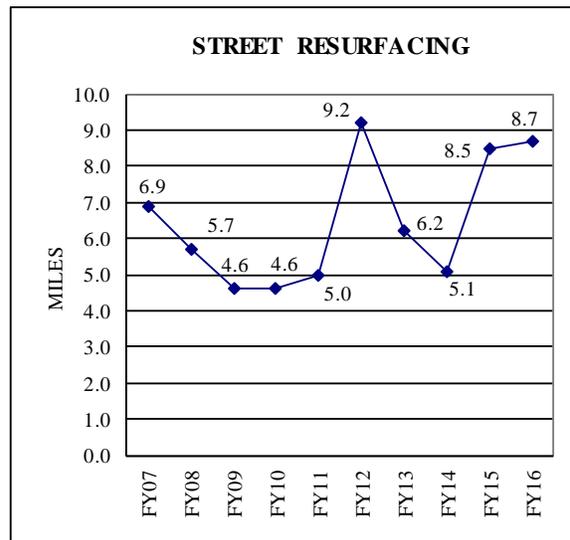
Benchmark (prior 3-yr avg):	2657
Most Recent:	1975
Change from Benchmark:	48
Change from Prior Year:	-118



Benchmark (prior 3-yr avg):	2741
Most Recent:	2170
Change from Benchmark:	-571
Change from Prior Year:	-674



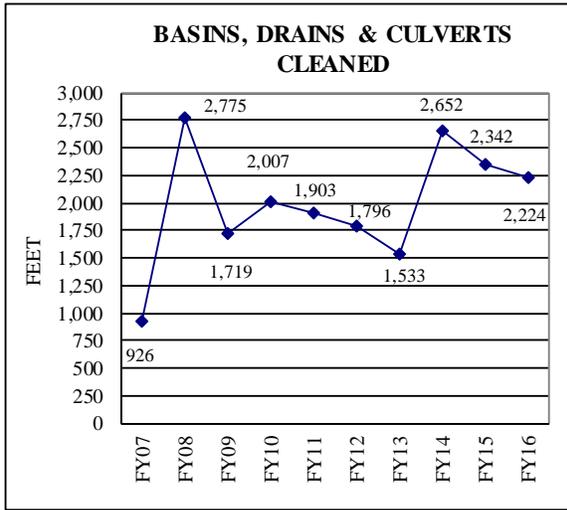
Benchmark - Solid Waste (prior 3-yr avg):	9353
Most Recent:	9663
Change from Benchmark:	310
Change from Prior Year:	338



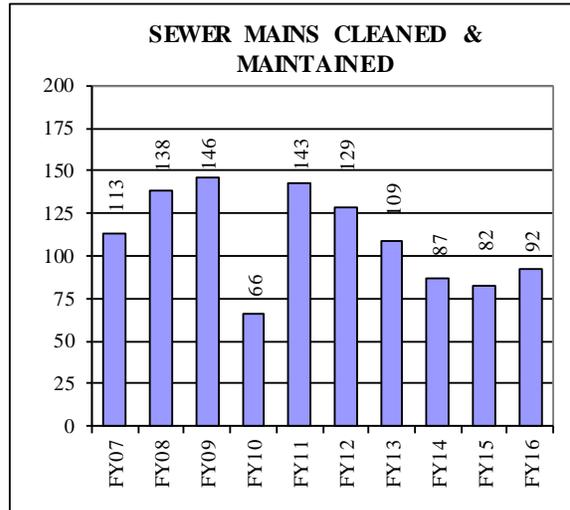
Benchmark (prior 3-yr avg):	6.6
Most Recent:	8.7
Change from Benchmark:	2.1
Change from Prior Year:	0.2

MUNICIPAL SERVICES

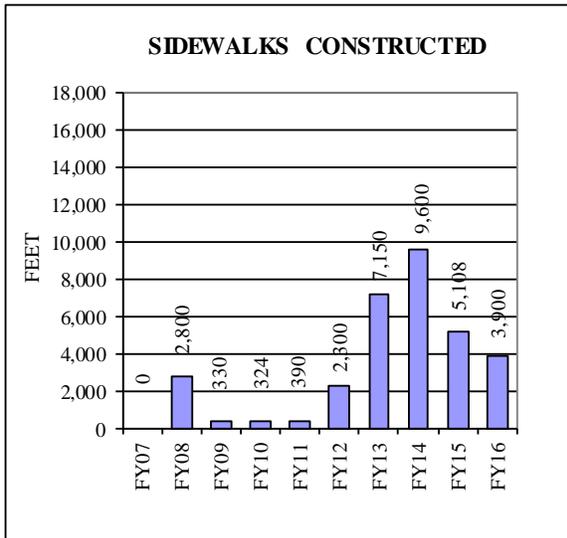
MUNICIPAL SERVICES PERFORMANCE STATISTICS



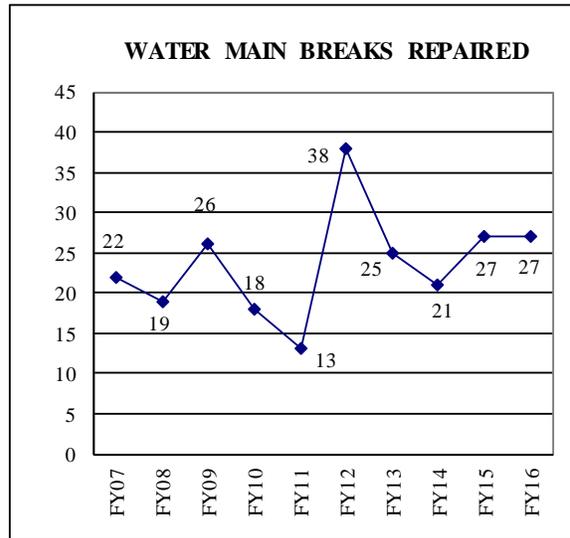
Benchmark (prior 3-yr avg):	2176
Most Recent:	2224
Change from Benchmark:	
Change from Prior Year:	



Benchmark (prior 3-yr avg):	93
Most Recent:	92
Change from Benchmark:	-1
Change from Prior Year:	10



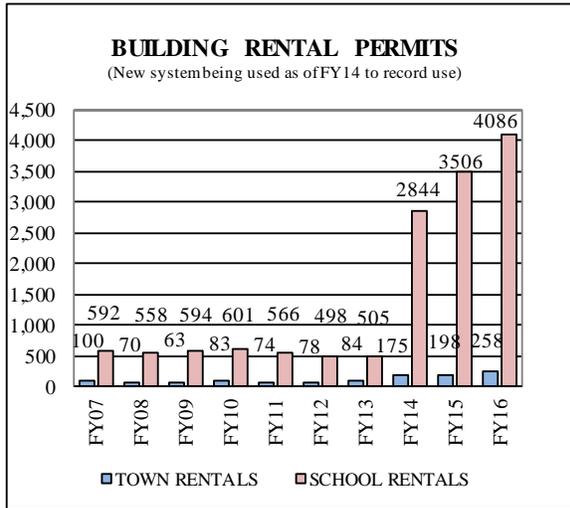
Benchmark (prior 3-yr avg):	7286
Most Recent:	3900
Change from Benchmark:	-3386
Change from Prior Year:	-1208



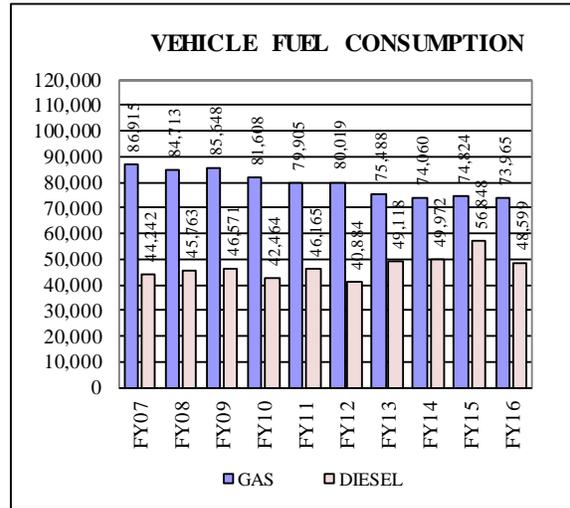
Benchmark (prior 3-yr avg):	24
Most Recent:	27
Change from Benchmark:	3
Change from Prior Year:	0

MUNICIPAL SERVICES

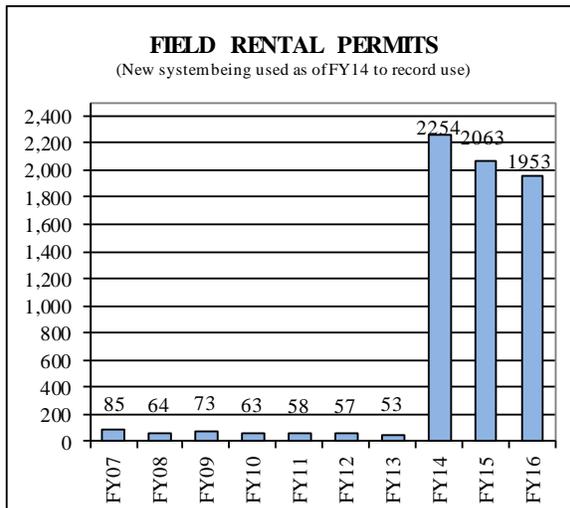
MUNICIPAL SERVICES PERFORMANCE STATISTICS



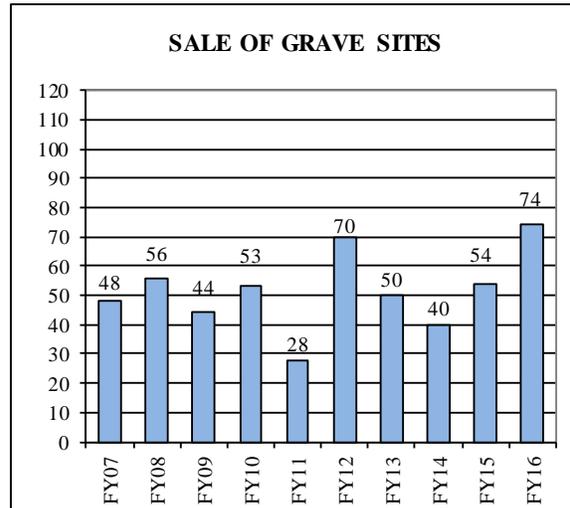
Benchmark - Town (prior 3-yr avg):	152
Most Recent:	258
Change from Benchmark:	106
Change from Prior Year:	60



Benchmark - Total (prior 3-yr avg):	126,770
Most Recent:	122,564
Change from Benchmark:	4,206
Change from Prior Year:	9,108



Benchmark (prior 3-yr avg):	1457
Most Recent:	1953
Change from Benchmark:	496
Change from Prior Year:	-110



Benchmark (prior 3-yr avg):	48
Most Recent:	74
Change from Benchmark:	26
Change from Prior Year:	20

MUNICIPAL SERVICES – PUBLIC WORKS

<u>Position</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>REQ</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>
PUBLIC WORKS						
DPW ADMINISTRATION						
Director of Municipal Services	1.0	1.0	1.0	1.0	1.0	128,062
Director (1/2 FTE budgeted in P&F)						
Business Manager	1.0	1.0	1.0	1.0	1.0	92,280
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	53,618
Unclassified						13,851
	3.0	3.0	3.0	3.0	3.0	287,811
ENGINEERING						
Town Engineer	1.0	1.0	1.0	1.0	1.0	106,034
Asst. Town Engineer	1.0	1.0	1.0	1.0	1.0	94,100
Construction Inspector	1.0	1.0	1.0	1.0	1.0	81,935
	3.0	3.0	3.0	3.0	3.0	282,069
HIGHWAY						
Assistant Director/Superintendent	1.0	1.0	1.0	1.0	1.0	109,953
General Foreman	1.0	1.0	1.0	1.0	1.0	91,273
Working Foreman	1.0	1.0	1.0	1.0	1.0	65,438
Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	57,167
Equipment Operator II	7.0	7.0	7.0	7.0	7.0	394,803
Equipment Operator I	4.0	4.0	4.0	4.0	4.0	216,236
Unclassified						2,400
	15.0	15.0	15.0	15.0	15.0	937,270
FORESTRY						
Working Foreman	1.0	1.0	1.0	1.0	1.0	67,203
Tree Climber						
Tree Climber	3.0	3.0	3.0	3.0	3.0	171,925
	4.0	4.0	4.0	4.0	4.0	239,128
SPRING GROVE CEMETERY						
Working Foreman	1.0	1.0	1.0	1.0	1.0	69,289
Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	57,293
Laborer II		1.0	1.0	1.0	1.0	53,749
	2.0	3.0	3.0	3.0	3.0	180,331
PARKS & GROUNDS						
Superintendent	1.0	1.0	1.0	1.0	1.0	93,140
Working Foreman	1.0	1.0	1.0	1.0	1.0	66,551
Equipment Operator II	2.0	1.0	1.0	1.0	1.0	57,111
Laborer II	3.0	4.0	4.0	4.0	4.0	212,450
	7.0	7.0	7.0	7.0	7.0	429,252
GEN. FUND TOTAL	34.0	35.0	35.0	35.0	35.0	2,355,861

MUNICIPAL SERVICES – PUBLIC WORKS

MUNICIPAL SERVICES SUMMARY						
PUBLIC WORKS		FY2015	FY2016	FY2017	FY2018	FY2018
		ACTUAL	BUDGET	BUDGET	DEPT REQ	TM REC
DPW ADMINISTRATION						
	SUBTOTAL	302,869	322,306	301,540	302,811	302,811
	SUBTOTAL	5,000	5,000	31,000	31,000	31,000
	TOTAL DPW ADMINISTRATION	307,869	327,306	332,540	333,811	333,811
DPW ENGINEERING						
	SUBTOTAL	280,643	301,506	291,752	292,069	292,069
	SUBTOTAL	24,967	71,715	86,800	86,800	86,800
	TOTAL ENGINEERING	305,610	373,221	378,552	378,869	378,869
DPW HIGHWAY						
	SUBTOTAL	967,142	1,032,789	1,038,085	1,047,270	1,047,270
	SUBTOTAL	479,290	612,937	523,325	521,325	521,325
	TOTAL HIGHWAY	1,446,432	1,645,726	1,561,410	1,568,595	1,568,595
DPW SNOW & ICE						
	SUBTOTAL	198,000	200,822	198,000	198,000	198,000
	SUBTOTAL	2,051,711	872,343	1,049,000	1,049,000	1,049,000
	TOTAL SNOW & ICE	2,249,711	1,073,165	1,247,000	1,247,000	1,247,000
DPW STREET LIGHTING						
	SUBTOTAL	232,621	259,410	250,000	250,000	250,000
	TOTAL STREET LIGHTING	232,621	259,410	250,000	250,000	250,000
DPW SOLID WASTE						
	SUBTOTAL	6,126	6,014	6,500	7,000	7,000
	SUBTOTAL	2,030,648	2,185,870	2,307,679	2,602,424	2,602,424
	TOTAL SOLID WASTE	2,036,774	2,191,884	2,314,179	2,609,424	2,609,424
DPW FORESTRY						
	SUBTOTAL	234,416	228,132	254,149	264,128	264,128
	SUBTOTAL	82,687	76,610	70,250	75,250	75,250
	TOTAL FORESTRY	317,103	304,742	324,399	339,378	339,378
DPW SPRING GROVE CEMETERY						
	SPRING GROVE CEMETERY SALARIE	159,673	190,662	195,807	201,331	201,331
	SPRING GROVE CEMETERY EXPENSI	49,267	29,853	36,850	36,850	36,850
	FROM SALE OF SERVICE	(58,211)	(58,211)	(46,000)	(46,000)	(46,000)
	TOTAL SPRING GROVE CEMETER	150,729	162,304	186,657	192,181	192,181
DPW PARKS & GROUNDS						
	PARKS & GROUNDS SALARIES	470,545	481,698	495,918	531,252	531,252
	PARKS & GROUNDS EXPENSES	118,083	198,941	89,250	121,250	115,250
	TOTAL PARKS & GROUNDS	588,628	680,639	585,168	652,502	646,502
TOTAL DPW						
	SALARIES	2,619,414	2,763,929	2,781,751	2,843,861	2,843,861
	EXPENSES	5,074,274	4,312,679	4,444,154	4,773,899	4,767,899
		7,693,688	7,076,608	7,225,905	7,617,760	7,611,760
	FROM SALE OF SERVICE	(58,211)	(58,211)	(46,000)	(46,000)	(46,000)
	TOTAL DPW	7,635,477	7,018,397	7,179,905	7,571,760	7,565,760
PUBLIC WORKS						
	SALARIES	4,980,229	5,308,633	5,365,929	5,669,666	5,537,270
	EXPENSES	6,422,457	5,759,509	5,927,979	6,342,099	6,299,099
		11,402,686	11,068,142	11,293,908	12,011,765	11,836,369
	FROM SALE OF SERVICE	(130,420)	(130,420)	(106,000)	(101,600)	(101,600)
	TOTAL PUBLIC WORKS	11,272,266	10,937,722	11,187,908	11,910,165	11,734,769

MUNICIPAL SERVICES – PUBLIC WORKS

DPW ADMINISTRATION						
PUBLIC WORKS						
DPW ADMINISTRATION SALARIES						
5110 REG WAGES	295,417	295,447	286,540	287,811	287,811	
5120 OVERTIME	-	192	-	-	-	
5130 PART-TIME	7,452	14,765	15,000	15,000	15,000	
5187 RETRO WAGES	-	11,902	-	-	-	
5189 UNCLASSIFIED PAY	-	-	-	-	-	
SUBTOTAL	302,869	322,306	301,540	302,811	302,811	
DPW ADMINISTRATION EXPENSES						
5770 CUSTODIAL SERVICES	-	-	26,000	26,000	26,000	
5255 OTHER-CMMS	5,000	5,000	5,000	5,000	5,000	
SUBTOTAL	5,000	5,000	31,000	31,000	31,000	
TOTAL DPW ADMINISTRATION	307,869	327,306	332,540	333,811	333,811	

DPW ENGINEERING						
PUBLIC WORKS						
ENGINEERING SALARIES						
5110 REG WAGES	275,525	280,297	281,752	282,069	282,069	
5130 PART-TIME	-	-	-	-	-	
5187 RETRO WAGES	-	12,713	-	-	-	
SUBTOTAL	280,643	301,506	291,752	292,069	292,069	
ENGINEERING EXPENSES						
5282 REP-OFFICE EQUIP	2,430	1,339	2,750	2,750	2,750	
5295 OTHR SVCS	534	1,155	700	700	700	
5298 STORM WATER MGMT	11,005	54,376	70,000	70,000	70,000	
5310 OFFICE SUP	120	481	1,000	1,000	1,000	
5380 MIN APPARATUS/TOOLS	911	1,512	1,200	1,200	1,200	
5395 OTH COMM	9,845	12,633	10,650	10,650	10,650	
5710 TRAVEL	35	-	300	300	300	
5730 DUES/SUBSCRIPTIONS	87	219	200	200	200	
SUBTOTAL	24,967	71,715	86,800	86,800	86,800	
TOTAL ENGINEERING	305,610	373,221	378,552	378,869	378,869	

MUNICIPAL SERVICES – PUBLIC WORKS

DPW HIGHWAY						
PUBLIC WORKS						
HIGHWAY SALARIES						
5110 REG WAGES	855,096	879,280	928,085	937,270	937,270	
5120 OVERTIME	112,046	112,927	110,000	110,000	110,000	
5140 SEASONAL	-	2,880	-	-	-	
5187 RETRO WAGES	-	37,702	-	-	-	
SUBTOTAL	967,142	1,032,789	1,038,085	1,047,270	1,047,270	
HIGHWAY DEPT EXPENSES						
5220 TELEPHONE	9,695	8,227	7,000	7,000	7,000	
5291 EQUIPMENT RENTAL	17,112	-	20,000	20,000	20,000	
5294 CLOTHING ALLOWANCE	4,225	5,200	4,225	4,225	4,225	
5295 OTHR SVCS	170,281	250,435	175,000	175,000	175,000	
5330 SUPPLIES/BUILDING	35,733	27,245	20,000	20,000	20,000	
5355 AUTOMOTIVE FUEL	77,768	38,567	83,000	81,000	81,000	
5360 REP/PARTS/EQUIP	5,761	2,264	10,000	10,000	10,000	
5370 SUPPLIES CONSTRUCTION	60,164	196,567	175,000	175,000	175,000	
5395 OTHER COMMODITIES	7,955	6,392	7,000	7,000	7,000	
5410 MACHINERY/EQUIP	89,374	75,627	20,000	20,000	20,000	
5710 TRAVEL	407	506	600	600	600	
SUBTOTAL	479,290	612,937	523,325	521,325	521,325	
TOTAL HIGHWAY	1,446,432	1,645,726	1,561,410	1,568,595	1,568,595	

DPW SNOW & ICE						
PUBLIC WORKS						
SNOW & ICE SALARIES						
5120 SNOW OT	198,000	200,822	198,000	198,000	198,000	
SUBTOTAL	198,000	200,822	198,000	198,000	198,000	
SNOW & ICE EXPENSES						
5374 SNOW & ICE MAINT	1,564,767	591,886	835,000	835,000	835,000	
5375 ROAD SALT	484,944	280,457	212,000	212,000	212,000	
5376 SAND	2,000	-	2,000	2,000	2,000	
SUBTOTAL	2,051,711	872,343	1,049,000	1,049,000	1,049,000	
TOTAL SNOW & ICE	2,249,711	1,073,165	1,247,000	1,247,000	1,247,000	

DPW STREET LIGHTING						
PUBLIC WORKS						
STREET LIGHTING EXPENSES						
5211 ELECTRICITY	232,621	259,410	100,000	100,000	100,000	
5275 LEASE TO PURCHASE	-	-	100,000	100,000	100,000	
5289 MAINTENANCE	-	-	50,000	50,000	50,000	
SUBTOTAL	232,621	259,410	250,000	250,000	250,000	
TOTAL STREET LIGHTING	232,621	259,410	250,000	250,000	250,000	

MUNICIPAL SERVICES – PUBLIC WORKS

DPW SOLID WASTE						
PUBLIC WORKS						
SOLID WASTE SALARIES						
5120 OVERTIME	6,126	5,821	6,500	7,000	7,000	
5187 RETRO WAGES	-	193	-	-	-	
SUBTOTAL	6,126	6,014	6,500	7,000	7,000	
SOLID WASTE EXPENSES						
5250 ADVERTISING	500	500	500	500	500	
5270 PRINTING	-	-	500	500	500	
5295 OTHR SVCS	1,532,773	1,626,691	1,668,179	1,709,699	1,709,699	
5297 RECYCLING SERVICES	486,086	547,077	608,000	661,225	661,225	
5299 COMPOSTING PROGRAM	11,289	11,258	30,000	30,000	30,000	
MATERIALS DISPOSAL	-	-	-	200,000	200,000	
5360 REPAIR PARTS/EQUIP	-	344	500	500	500	
SUBTOTAL	2,030,648	2,185,870	2,307,679	2,602,424	2,602,424	
TOTAL SOLID WASTE	2,036,774	2,191,884	2,314,179	2,609,424	2,609,424	

DPW FORESTRY						
PUBLIC WORKS						
FORESTRY SALARIES						
5110 REG WAGES	215,010	200,679	229,149	239,128	239,128	
5120 OVERTIME	19,406	19,054	19,000	19,000	19,000	
5140 SEASONAL - BALD HILL	-	-	6,000	6,000	6,000	
5187 RETRO WAGES	-	8,399	-	-	-	
SUBTOTAL	234,416	228,132	254,149	264,128	264,128	
FORESTRY EXPENSES						
5250 ADVERTISING	294	295	500	500	500	
5285 REP/OTHER EQUIP	-	-	1,000	1,000	1,000	
5294 CLOTHING ALLOWANCE	975	1,600	1,300	1,300	1,300	
5295 OTHR SVCS	15,405	38,020	23,000	23,000	23,000	
STREET/TREE REPLANTING	-	-	5,000	10,000	10,000	
5297 RECYCLING - BALD HILL	57,000	32,275	30,000	30,000	30,000	
5330 OPER SUPPLIES	3,895	1,537	4,000	4,000	4,000	
5360 REP/PARTS/EQUIP	1,272	22	2,000	2,000	2,000	
5410 MACHINERY/EQUIP	1,326	999	2,000	2,000	2,000	
5710 TRAVEL	150	-	150	150	150	
5730 DUES/SUBSCRIPTIONS	2,370	1,862	1,300	1,300	1,300	
SUBTOTAL	82,687	76,610	70,250	75,250	75,250	
TOTAL FORESTRY	317,103	304,742	324,399	339,378	339,378	

MUNICIPAL SERVICES – PUBLIC WORKS

DPW PARKS & GROUNDS					
PUBLIC WORKS					
PARKS & GROUNDS SALARIES					
5110 REG WAGES	391,749	396,326	413,918	429,252	429,252
5120 OVERTIME	63,386	53,366	62,000	62,000	62,000
5130 PART-TIME	-	-	-	-	-
5140 SEASONAL	15,410	14,772	20,000	40,000	40,000
5187 RETRO WAGES	-	17,234	-	-	-
SUBTOTAL	470,545	481,698	495,918	531,252	531,252
PARKS & GROUNDS EXPENSES					
5211 ELECTRICITY	-	537	-	-	-
5230 FIELDS REVOLVING SUPPORT	-	-	-	12,000	6,000
5285 REP/OTHER EQUIP	-	151	3,000	3,000	3,000
5294 CLOTHING ALLOWANCE	2,191	3,111	2,550	2,550	2,550
5295 OTHR SVCS	22,323	16,868	19,000	19,000	19,000
5330 OPERATING SUPPLIES	31,506	23,637	33,000	33,000	33,000
5331 PLAYGROUND SUPPLIES	3,284	2,878	5,000	5,000	5,000
5360 REP/PARTS/EQUIP	18,806	15,587	15,000	15,000	15,000
GATEWAY PROGRAM	-	-	-	20,000	20,000
5410 MACHINERY/EQUIP	38,641	37,382	10,000	10,000	10,000
5710 TRAVEL	-	-	100	100	100
5730 DUES/SUBSCRIPTIONS	1,332	740	1,600	1,600	1,600
5785 LOVELY FIELD REPLACEMENT	-	98,050	-	-	-
SUBTOTAL	118,083	198,941	89,250	121,250	115,250
TOTAL PARKS & GROUNDS	588,628	680,639	585,168	652,502	646,502

MUNICIPAL SERVICES – PLANT & FACILITIES

<u>Position</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>REQ</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>
PLANT & FACILITIES						
<u>ADMINISTRATION</u>						
Asst Director (Transfer from Building Maintenance FY15)	1.0	1.0	1.0	1.0	1.0	120,706
Project Manager (funded in CIP 2013-2014)	1.0	1.0	1.0	1.0	1.0	99,196
Purchasing/Inventory & Veh Maint Super	1.0	1.0	1.0	1.0	1.0	96,298
Manager of Energy & Utilities (Chg from Bus Mgr FY15)	1.0	1.0	1.0	1.0	1.0	85,480
Executive Secretary	1.0	1.0	1.0	1.0	1.0	62,850
Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	58,579
Office Assistant II	1.6	1.6	1.6	1.6	1.6	82,910
Unclassified						6,000
	7.6	7.6	7.6	7.6	7.6	612,019
<u>FACILITIES SERVICES</u>						
Facilities Coordinator	0.4	0.4	0.4	1.0	0.4	24,904
Custodial Supervisor (50% Town/50% School)				0.5		
Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	56,834
Custodian	7.0	7.0	8.0	8.0	8.0	404,677
Custodian (part-time)	0.5	0.5				
	8.9	8.9	9.9	11	9.9	486,415
<u>BUILDING MAINTENANCE</u>						
Superintendent (Transfer to Maintenance Admin FY15)						
Working Foreman	1.0	1.0	1.0	1.0	1.0	85,597
Security Systems Technician	1.0	1.0	1.0	1.0	1.0	66,118
Carpenter	1.0	2.0	2.0	2.0	2.0	128,470
Carpenter (Temporary)	1.0	-	-	-	-	-
Painter I	1.0	1.0	1.0	1.0	1.0	59,172
Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	55,710
Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	26,454
	6.5	6.5	6.5	6.5	6.5	421,521
<u>MECHANICAL/ELECTRICAL</u>						
Energy/Project Manager (FY13-FY15 Superintendent)	1.0	1.0	1.0	1.0	1.0	72,068
Working Foreman	1.0	1.0	1.0	1.0	1.0	85,907
Electricians/HVAC Mechanic	4.0	4.0	4.0	4.0	4.0	271,034
Plumber	1.0	1.0	1.0	1.0	1.0	62,766
Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	66,551
Preventive Maintenance Mechanic	1.0	1.0	1.0	1.0	1.0	63,240
Plumbing Mechanic						
	9.0	9.0	9.0	9.0	9.0	621,566
<u>VEHICLE MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	75,899
Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	73,628
Mechanic	2.0	2.0	2.0	2.0	2.0	132,361
	4.0	4.0	4.0	4.0	4.0	281,888
GRAND TOTAL	36.0	36.0	36.0	37.6	36.5	2,423,409

MUNICIPAL SERVICES – PLANT & FACILITIES

MUNICIPAL SERVICES SUMMARY					
PLANT & FACILITIES					
	FY2015	FY2016	FY2017	FY2018	FY2018
	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
P&F MAINTENANCE ADMINISTRATION					
MAINTENANCE ADMIN SALARIES	572,214	615,970	625,364	684,036	632,019
MAINTENANCE ADMIN EXPENSES	40,348	35,770	53,900	53,900	53,900
TOTAL P&F MAINTENANCE ADMIN	612,562	651,740	679,264	737,936	685,919
P&F FACILITIES SERVICES					
SUBTOTAL	475,515	495,726	514,248	631,794	551,415
SUBTOTAL	316,976	332,960	361,825	351,500	332,500
FROM SALE OF SERVICE	(72,209)	(72,209)	(60,000)	(55,600)	(55,600)
TOTAL P&F FACILITIES SERVICES	720,282	756,477	816,073	927,694	828,315
P&F TOWN BUILDING MAINT.					
SUBTOTAL	436,086	467,733	476,891	501,521	501,521
SUBTOTAL	257,494	355,985	287,400	302,700	302,700
TOTAL P&F TOWN BUILDING MAINT.	693,580	823,718	764,291	804,221	804,221
P&F TOWN MECHANICAL/ELECT.					
SUBTOTAL	595,692	655,537	657,911	681,566	681,566
SUBTOTAL	349,085	368,106	348,400	392,500	392,500
TOTAL P&F TOWN MECH./ELECT.	944,777	1,023,643	1,006,311	1,074,066	1,074,066
P&F VEHICLE MAINTENANCE					
SUBTOTAL	281,308	309,738	309,764	326,888	326,888
SUBTOTAL	384,280	354,009	432,300	467,600	449,600
TOTAL VEHICLE MAINTENANCE	665,588	663,747	742,064	794,488	776,488
TOTAL PLANT & FACILITIES					
SALARIES	2,360,815	2,544,704	2,584,178	2,825,805	2,693,409
EXPENSES	1,348,183	1,446,830	1,483,825	1,568,200	1,531,200
	3,708,998	3,991,534	4,068,003	4,394,005	4,224,609
FROM SALE OF SERVICE	(72,209)	(72,209)	(60,000)	(55,600)	(55,600)
TOTAL PLANT & FACILITIES	3,636,789	3,919,325	4,008,003	4,338,405	4,169,009

MUNICIPAL SERVICES – PLANT & FACILITIES

P&F MAINTENANCE ADMIN.	FY2015	FY2016	FY2017	FY2018	FY2018
PLANT & FACILITIES	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
MAINTENANCE ADMIN SALARIES					
5110 REG WAGES	494,523	503,997	528,132	581,126	529,109
5120 OVERTIME	5,174	4,106	8,000	9,000	9,000
5130 PART TIME	67,401	78,178	79,232	82,910	82,910
5140 SEASONAL	5,116	3,801	10,000	11,000	11,000
5187 RETRO WAGES	-	25,888	-	-	-
SUBTOTAL	572,214	615,970	625,364	684,036	632,019
MAINTENANCE ADMIN EXPENSES					
5220 TELEPHONE	12,312	8,335	12,000	12,000	12,000
5270 PRINTING	79	162	400	400	400
5291 RENT EQUIP	2,705	2,556	5,000	5,000	5,000
5295 OTHR SVCS	16,497	17,926	19,500	19,500	19,500
5310 OFFICE SUP	5,936	5,678	6,000	6,000	6,000
5420 OFF EQUIP	1,070	468	4,000	4,000	4,000
5710 TRAVEL	188	-	1,000	1,000	1,000
5716 LICENSES & CONTINUING ED	-	-	3,000	3,000	3,000
5730 DUES/SUBSCRIPTIONS	1,561	645	3,000	3,000	3,000
SUBTOTAL	40,348	35,770	53,900	53,900	53,900
TOTAL P&F MAINTENANCE ADMIN	612,562	651,740	679,264	737,936	685,919

MUNICIPAL SERVICES – PLANT & FACILITIES

P&F FACILITIES SERVICES		FY2015	FY2016	FY2017	FY2018	FY2018
PLANT & FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
FACILITIES SERVICES SALARIES						
5110	REG WAGES	388,588	388,462	408,450	548,066	461,511
5120	OVERTIME	27,800	26,260	43,000	45,000	45,000
5150	RENTAL OVERTIME	11,875	14,552	15,000	20,000	20,000
5130	PART TIME	47,252	48,654	47,798	18,728	24,904
		-	17,798	-	-	-
SUBTOTAL		475,515	495,726	514,248	631,794	551,415
FACILITIES SERVICES EXPENSES						
5206	INSURANCE	6,924	6,924	-	-	-
5211	ELECTRICITY	169,644	153,998	175,000	175,000	156,000
5213	NATURAL GAS	51,734	70,287	70,000	70,000	70,000
5220	TELEPHONE	57,658	52,254	29,000	29,000	29,000
5230	FIELDS REVOLV TOWN SUPP.	-	-	12,000	-	-
5294	CLOTHING ALLOWANCE	2,974	4,224	3,825	4,500	4,500
5295	OTHR SVCS	698	18,554	30,000	30,000	30,000
5310	OFFICE SUP	21	100	500	1,000	1,000
5330	OPERATING SUPPLIES	20,458	20,679	32,000	32,000	32,000
5410	MACH/EQUIP	6,666	5,917	7,000	7,000	7,000
5420	OFF EQUIP	-	23	1,500	1,500	1,500
5716	LICENSES & CEU'S	-	-	-	1,000	1,000
5730	DUES/SUBSCRIPTIONS	199	-	1,000	500	500
SUBTOTAL		316,976	332,960	361,825	351,500	332,500
FACILITIES SERVICES SALARIES						
5811	FROM SALE OF SERVICE	(72,209)	(72,209)	(52,000)	(47,600)	(47,600)
	AYF GIFT	-	-	(8,000)	(8,000)	(8,000)
SUBTOTAL		(72,209)	(72,209)	(60,000)	(55,600)	(55,600)
TOTAL P&F FACILITIES SERVICES		720,282	756,477	816,073	927,694	828,315

MUNICIPAL SERVICES – PLANT & FACILITIES

P&F TOWN BUILDING MAINT.	FY2015	FY2016	FY2017	FY2018	FY2018
PLANT & FACILITIES	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
T-BLDG MAINT SALARIES					
5110 REG WAGES	362,156	378,594	387,647	395,067	395,067
5120 OVERTIME	36,633	39,631	40,000	50,000	50,000
5130 PART TIME	23,186	22,190	24,244	26,454	26,454
5140 SEASONAL	14,111	11,978	25,000	30,000	30,000
5187 RETRO WAGES	-	15,340	-	-	-
SUBTOTAL	436,086	467,733	476,891	501,521	501,521
T-BLDG MAINT EXPENSES					
5231 TRANS ALLOWANCE	1,800	1,800	1,800	1,800	1,800
5287 MAINT/REPAIR COMM EQ	622	-	4,000	4,000	4,000
5288 MAINT/REP INVENTORY	21,514	18,425	22,000	22,000	22,000
5291 RENT EQUIP	-	1,049	2,000	2,000	2,000
5294 CLOTHING ALLOWANCE	2,991	3,108	2,600	2,900	2,900
5295 OTHR SVCS	107,759	80,897	130,000	145,000	145,000
5340 REP/PARTS/BUILDINGS	105,036	96,426	110,000	110,000	110,000
5380 MIN APPARATUS/TOOLS	15,280	1,489	3,000	3,000	3,000
5410 MACHINERY/EQUIP	-	360	3,000	3,000	3,000
5710 TRAVEL	-	-	1,000	1,000	1,000
5716 LICENSES & CONTINUING ED	-	-	3,000	3,000	3,000
5730 DUES/SUBSCRIPTIONS	2,492	100	5,000	5,000	5,000
5752 EMERGENCY REPAIRS	-	152,331	-	-	-
SUBTOTAL	257,494	355,985	287,400	302,700	302,700
TOTAL P&F TOWN BUILDING MAINT.	693,580	823,718	764,291	804,221	804,221

P&F TOWN MECHANICAL/ELECT.	FY2015	FY2016	FY2017	FY2018	FY2018
PLANT & FACILITIES	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
T-MECHANICAL/ELEC SALARIES					
5110 REG WAGES	551,563	584,182	602,911	621,566	621,566
5120 OVERTIME	40,599	41,532	40,000	40,000	40,000
5140 SEASONAL	3,530	7,580	15,000	20,000	20,000
5187 RETRO WAGES	-	22,243	-	-	-
SUBTOTAL	595,692	655,537	657,911	681,566	681,566
T-MECHANICAL/ELEC EXPENSES					
5288 MAINT/REP INVENTORY	55,123	59,698	63,000	63,000	63,000
5291 RENT EQUIP	713	1,652	2,000	3,500	3,500
5294 CLOTHING ALLOWANCE	3,068	4,001	3,400	4,000	4,000
5295 OTHR SVCS	152,445	185,799	155,000	180,000	180,000
5350 OPER SUPP/EQUIP	119,135	93,193	90,000	95,000	95,000
5360 REPAIR/PARTS/EQUIP	11,375	10,776	20,000	30,000	30,000
5380 MIN APPARATUS/TOOLS	3,790	5,049	3,000	3,000	3,000
5410 MACHINERY/EQUIP	-	2,000	2,000	2,000	2,000
5710 TRAVEL	202	2,396	3,000	3,000	3,000
5716 LICENSES & CONTINUING ED	-	-	3,000	3,000	3,000
5730 DUES/SUBSCRIPTIONS	3,234	3,542	4,000	6,000	6,000
SUBTOTAL	349,085	368,106	348,400	392,500	392,500
TOTAL P&F TOWN MECH./ELECT.	944,777	1,023,643	1,006,311	1,074,066	1,074,066

MUNICIPAL SERVICES – PLANT & FACILITIES

P&F VEHICLE MAINTENANCE	FY2015	FY2016	FY2017	FY2018	FY2018
PLANT & FACILITIES	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
VEHICLE MAINT SALARIES					
5110 REG WAGES	259,588	269,736	273,764	281,888	281,888
5120 OVERTIME	21,643	24,209	30,000	35,000	35,000
5140 SEASONAL	77	5,413	6,000	10,000	10,000
5187 RETRO WAGES	-	10,380	-	-	-
SUBTOTAL	281,308	309,738	309,764	326,888	326,888
VEHICLE MAINT EXPENSES					
5283 REP-VHCLS	19,620	14,049	20,000	30,000	30,000
5285 REPAIRS/OTHER EQUIP	1,461	-	5,000	5,000	5,000
5293 UNIFORM RENTAL	3,938	4,216	4,500	4,500	4,500
5294 CLOTHING ALLOWANCE	1,300	1,600	1,300	1,600	1,600
5295 OTHR SVCS	34	-	-	-	-
5355 AUTO FUEL	56,651	52,658	78,000	78,000	60,000
5360 REPAIR/PARTS/EQUIP	58,501	59,554	80,000	80,000	80,000
5361 OPER SUPPLIES/POLICE	27,728	21,692	55,000	55,000	55,000
5362 OPER SUPPLIES/FIRE	101,274	98,072	100,000	120,000	120,000
5363 DPW VEHICLES	107,379	95,697	75,000	80,000	80,000
5380 MIN APPARATUS/TOOLS	6,319	5,904	8,000	8,000	8,000
5430 OTH EQUIP	-	321	2,000	2,000	2,000
5710 TRAVEL	50	-	500	500	500
5716 LICENSES & CONTINUING ED	-	-	2,000	2,000	2,000
5730 DUES/SUBSCRIPTIONS	25	246	1,000	1,000	1,000
SUBTOTAL	384,280	354,009	432,300	467,600	449,600
TOTAL VEHICLE MAINTENANCE	665,588	663,747	742,064	794,488	776,488

MUNICIPAL SERVICES – WATER / SEWER

SEWER ENTERPRISE

<u>Position</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>REQ</u> <u>FY2017</u>	<u>REQ</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>
SEWER						
Projects Engineer	1.0	1.0	1.0	1.0	1.0	83,173
GIS Coordinator *						16,736
Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	56,614
Working Foreman	1.0	1.0	1.0	1.0	1.0	60,424
Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	55,122
SEWER TOTAL	4.0	4.0	4.0	4.0	4.0	272,069

WATER ENTERPRISE

<u>Position</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>REQ</u> <u>FY2017</u>	<u>REQ</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>	<u>TMREC</u> <u>FY2018</u>
WATER						
Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	102,673
Superintendent-Distribution	1.0	1.0	1.0	1.0	1.0	102,673
General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	91,101
GIS Coordinator *						16,736
Environmental Compliance Coordinator	1.0	1.0	1.0	1.0	1.0	82,363
Chief Chemist	1.0	1.0	1.0	1.0	1.0	85,649
Junior Civil Engineer	1.0	1.0	1.0	1.0	1.0	70,912
W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	62,965
Office Coordinator	1.0	1.0	1.0	1.0	1.0	62,965
Office Assistant II (moved from Sewer)	1.0	1.0	1.0	1.0	1.0	48,138
WTF Station Opr. Working Foreman	1.0	1.0	1.0	1.0	1.0	70,987
WTF Station Operator	4.0	5.0	5.0	5.0	5.0	321,818
WTF Station Jr Operator	1.0					
WTF Station OIT	1.0	1.0	1.0	1.0	1.0	56,777
Licensed Maintenance/Grd Eq Op II	3.0	3.0	3.0	3.0	3.0	149,743
Equip Operator II	1.0	1.0	1.0	1.0	1.0	55,657
Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	52,064
Water Meter Reader	1.0	1.0	1.0	1.0	1.0	52,355
Custodian	1.0	1.0	1.0	1.0	1.0	49,013
WATER TOTAL	23.0	23.0	23.0	23.0	23.0	1,534,589

MUNICIPAL SERVICES – WATER / SEWER

SEWER ENTERPRISE FUND		FY2015	FY2016	FY2017	FY2018	FY2018
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
SEWER ENTERPRISE FUND SALARIES						
5110	REGULAR WAGES	263,098	284,962	256,133	270,390	270,390
5120	OVERTIME	19,687	10,621	25,000	25,000	25,000
5130	PART-TIME	20,041	-	16,736	17,890	17,890
5187	RETRO WAGES	-	11,786	-	-	-
SUBTOTAL		302,826	307,369	297,869	313,280	313,280
SEWER ENTERPRISE FUND EXPENSES						
5211	ELECTRICITY	88,966	86,816	102,500	102,500	102,500
5220	TELEPHONE	1,863	1,959	2,500	2,500	2,500
5225	POSTAGE	3,858	5,383	6,000	12,000	12,000
5270	PRINTING	-	-	-	6,000	6,000
5294	CLOTHING ALLOWANCE	325	800	1,300	1,300	1,300
5295	OTHR SVCS	63,885	110,829	92,000	92,000	92,000
5323	CHEMICALS	-	1,130	9,000	9,000	9,000
5330	SUPPLIES/BUILDING	6,596	2,638	4,000	4,000	4,000
5335	FUEL OIL	9,831	3,358	8,000	8,000	8,000
5360	REPAIR PARTS/EQUIP	33,123	21,229	30,000	30,000	30,000
5380	MIN APPARATUS/TOOLS	561	-	600	600	600
	INSURANCE DEDUCTIBLE	-	-	-	10,000	10,000
5410	MACHINERY/EQUIP	45,564	123,032	85,000	85,000	85,000
5500	GIS (Moved from 5295)	16,008	6,688	17,000	17,000	17,000
5600	GTR LAWRENCE SANITARY	1,704,311	1,619,225	1,976,130	2,042,641	2,042,641
5950	OPEB	37,335	40,000	60,062	61,564	61,564
SUBTOTAL		2,012,226	2,023,087	2,394,092	2,484,105	2,484,105
TOTAL SEWER ENTERPRISE FUND		2,315,052	2,330,456	2,691,961	2,797,385	2,797,385

MUNICIPAL SERVICES – WATER / SEWER

WATER ENTERPRISE FUND		FY2015	FY2016	FY2017	FY2018	FY2018
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
WATER ENTERPRISE FUND SALARIES						
5110	REGULAR WAGES	1,455,140	1,537,563	1,529,380	1,576,644	1,576,644
5120	OVERTIME	379,450	403,712	350,000	350,000	350,000
5130	PART-TIME	16,537	-	16,736	17,890	17,890
5140	SEASONAL	14,117	18,171	25,000	25,000	25,000
5187	RETRO WAGES	-	75,945	-	-	-
SUBTOTAL		1,865,244	2,035,391	1,921,116	1,969,534	1,969,534
WATER ENTERPRISE FUND EXPENSES						
5211	ELECTRICITY	867,640	979,062	1,076,250	1,076,250	1,076,250
5213	NATURAL GAS/OIL	66,885	59,575	70,000	70,000	70,000
5220	TELEPHONE	33,617	38,671	35,000	40,000	40,000
5225	POSTAGE	3,858	5,383	8,000	12,000	12,000
5250	ADVERTISING	475	869	1,000	1,000	1,000
5270	PRINTING	4,545	8,406	5,000	11,000	11,000
5285	MAINT REP/OTHER EQUIP	202,032	308,704	245,000	245,000	245,000
5294	CLOTHING ALLOWANCE	4,550	5,600	4,550	4,550	4,550
5295	OTHR SVCS	305,369	370,082	275,000	275,000	275,000
5310	OFFICE SUPPLIES	8,069	6,008	12,000	12,000	12,000
5323	CHEMICALS	366,247	326,083	433,000	433,000	433,000
5324	WATER LAB SUPP/EQUIP	43,326	93,173	55,000	55,000	55,000
5325	WATER CONSERVATION	10,959	11,460	10,000	10,000	10,000
5330	SUPPLIES/BUILDING	16,173	14,655	17,000	17,000	17,000
5335	FUEL OIL	7,609	1,467	15,000	15,000	15,000
5350	SUPPLIES/EQUIPMENT	133,363	174,635	175,000	175,000	175,000
5355	AUTOMOTIVE FUEL	33,205	26,317	40,000	40,000	40,000
5360	REPAIR PARTS/EQUIP	80,709	120,025	150,000	150,000	150,000
5364	REPAIRS/WATER VEHICLES	29,867	38,441	25,000	35,000	35,000
5380	MIN APPARATUS/TOOLS	2,899	2,899	3,000	3,000	3,000
5395	OTHER COMMODITIES	35,728	35,840	35,000	35,000	35,000
5410	MACHINERY/EQUIP	50,090	47,295	20,000	20,000	20,000
5500	GIS	-	10,985	10,000	10,000	10,000
5710	TRAVEL IN-STATE	6,510	8,069	7,000	7,000	7,000
5730	DUES/SUBSCRIPTIONS	25,677	30,550	26,000	26,000	26,000
5950	OPEB	231,704	250,000	314,945	322,819	322,819
SUBTOTAL		2,571,106	2,974,254	3,067,745	3,100,619	3,100,619
TOTAL WATER ENTERPRISE FUND		4,436,350	5,009,645	4,988,861	5,070,153	5,070,153
TOTAL SEWER/WATER ENTERPRISE		6,751,402	7,340,101	7,680,822	7,867,537	7,867,538

ANDOVER PUBLIC SCHOOLS



Voters

School Committee

School Superintendent

ANDOVER PUBLIC SCHOOLS

ANDOVER PUBLIC SCHOOLS SCHOOL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
ANDOVER SCHOOL SALARIES					
5110 REGULAR WAGES	57,594,012	59,508,117	62,088,111	64,404,628	64,360,536
SUBTOTAL	57,594,012	59,508,117	62,088,111	64,404,628	64,360,536
ANDOVER SCHOOL EXPENSES					
5700 UNCLASSIFIED EXP	13,310,440	13,788,474	14,011,092	16,060,156	14,782,635
SUBTOTAL	13,310,440	13,788,474	14,011,092	16,060,156	14,782,635
TOTAL ANDOVER SCHOOL	70,904,452	73,296,591	76,099,203	80,464,784	79,143,171

Andover Public Schools FY 2018 Requested Budget							
	Actual FY2013	Actual FY2014	Actual FY2015	Actual FY2016	Budget 2017	FY2018 Requested Budget	Town Manager Recomm. 2018
Personnel Salaries	52,459,521	56,217,707	57,594,012	59,508,117	62,088,111	64,404,628	
Expenses	13,275,942	12,709,886	13,310,440	13,788,474	14,011,092	16,060,156	
Total	65,735,463	68,927,593	70,904,452	73,296,591	76,099,203	80,464,784	78,884,369
		\$\$ over FY 17				4,365,581	
		% over FY 17				5.74%	GAP
						TM \$\$ over FY 17	2,785,166
						TM % over FY 17	3.66%
							1,580,415

ANDOVER PUBLIC SCHOOLS

BUDGET SUMMARY FY2018 Requested

FY18 BUDGET GENERAL FUNDS									
Acct.	Function	FY18 Total Requested	FY17 Total Approved	Difference	Percent Change	FY16 Total Expended	FY15 Total Expended	FY14 Total Expended	FY13 Total Expended
110	School Committee	56,200	47,572	8,628	18.1%	40,565	53,026	51,694	38,669
111	Legal Services	300,000	351,000	(51,000)	-14.5%	185,257	551,724	424,760	533,905
120	Superintendent's Office	403,430	397,144	6,286	1.6%	379,062	320,421	322,906	307,155
141	Asst. Superintendent's Office	412,688	412,689	(1)	0.0%	405,738	274,065	276,431	253,705
142	Human Resources	604,377	573,817	30,560	5.3%	522,923	529,704	490,913	477,994
143	Business Services	1,104,746	1,060,200	44,546	4.2%	996,598	972,894	958,556	970,927
144	GAP Reduction	0	0	0		0	0	0	0
210	Supervisors	2,090,623	2,122,032	(31,409)	-1.5%	1,910,410	1,672,154	1,580,225	1,376,149
220	Principals	3,745,725	3,556,497	189,228	5.3%	3,492,464	3,532,235	3,389,387	3,006,440
230	Teaching	50,510,791	48,258,439	2,252,352	4.7%	46,177,382	44,946,718	44,226,186	41,837,412
235	Professional Development	493,398	420,179	73,219	17.4%	401,802	327,333	329,435	254,634
240	Textbooks/Educational Software	700,080	141,488	558,592	394.8%	62,122	86,084	100,330	202,783
250	Digital Learning & Media	1,284,347	1,240,377	43,970	3.5%	1,161,425	1,090,840	929,198	763,192
260	Technology	159,377	157,861	1,516	1.0%	121,841	124,635	189,332	121,267
270	Guidance & Social Workers	2,094,559	2,127,034	(32,475)	-1.5%	2,045,262	1,972,799	1,856,789	1,668,478
280	Evaluation/Therapy	1,361,620	1,407,777	(46,157)	-3.3%	1,371,913	1,172,423	1,128,873	1,188,707
320	Health Services	878,064	863,639	14,425	1.7%	845,479	825,598	776,502	724,287
331	Transp. - Reg. Educ.	1,985,468	1,923,426	62,042	3.2%	1,818,370	1,725,361	1,556,812	1,449,240
332	Transp. - Special Educ.	1,959,482	1,850,500	108,982	5.9%	1,792,192	1,690,007	1,553,276	1,524,527
333	Transp. - Homeless	18,000	18,000	0	0.0%	12,590	3,175	16,577	5,488
351	Athletics	458,398	457,612	786	0.2%	444,901	442,670	447,212	471,753
352	Student Activities	131,876	132,551	(675)	-0.5%	134,708	132,188	128,367	102,294
360	Building Security	46,141	46,141	0	0.0%	45,236	45,236	45,236	36,057
411	Custodial Services	2,208,936	2,155,337	53,599	2.5%	2,210,103	2,050,297	2,041,539	2,020,826
412	Building Operations	1,475,124	1,542,324	(67,200)	-4.4%	1,273,571	1,449,722	1,310,913	1,370,733
521	Medicare/Benefits	916,229	911,400	4,829	0.5%	882,200	843,601	825,515	746,174
730	Equipment	0				79,872	35,417	101,242	381,549
900	Prog. Other Districts	5,065,105	3,924,167	1,140,938	29.1%	4,482,605	4,034,125	3,869,387	3,901,118
Total		80,464,784	76,099,203	4,365,581	5.74%	73,296,591	70,904,452	68,927,593	65,735,463

1/26/2017

FY18 SALARY BUDGET GENERAL FUNDS									
Acct.	Function	FY18 Total Requested	FY17 Total Approved	Difference	Percent Change	FY16 Total Expended	FY15 Total Expended	FY14 Total Expended	FY13 Total Expended
110	School Committee	14,300	12,800	1,500	11.7%	12,975	12,150	10,425	10,500
120	Superintendent's Office	356,216	356,216	0	0.0%	338,909	292,217	285,194	277,309
141	Asst. Superintendent's Office	395,511	395,512	-1	0.0%	390,670	260,072	253,157	244,144
142	Human Resources	414,352	411,667	2,685	0.7%	398,515	379,897	354,099	326,881
143	Business Services	954,808	856,257	98,551	11.5%	872,197	816,824	784,140	749,096
144	GAP Reduction	-	0	0		-	-	-	-
210	Supervisors	2,022,186	2,077,797	-55,611	-2.7%	1,850,399	1,620,528	1,549,935	1,294,867
220	Principals	3,562,340	3,405,976	156,364	4.6%	3,366,871	3,402,502	3,263,770	2,832,404
230	Teaching	49,199,971	47,237,114	1,962,857	4.2%	45,048,107	43,938,949	43,273,042	40,721,769
235	Professional Development	91,600	91,600	0	0.0%	158,704	157,219	146,699	98,936
250	Digital Learning & Media	1,224,162	1,127,093	97,069	8.6%	1,102,236	1,033,081	750,618	697,427
260	Technology			0		-	-	-	-
270	Guidance & Social Workers	2,079,324	2,110,802	-31,478	-1.5%	2,036,479	1,953,032	1,844,125	1,656,290
280	Evaluation/Therapy	474,979	471,599	3,380	0.7%	458,864	414,801	401,273	409,717
320	Health Services	859,378	844,953	14,425	1.7%	827,030	800,748	759,729	705,570
331	Transportation	190,833	182,386	8,447	4.6%	170,662	157,373	147,707	143,458
351	Athletics	331,244	330,467	777	0.2%	327,385	328,290	334,327	338,905
352	Student Activities	127,876	127,876	0	0.0%	130,920	128,198	127,050	102,294
360	Building Security	46,141	46,141	0	0.0%	45,236	45,236	45,236	36,057
411	Custodial Services	2,059,407	2,001,855	57,552	2.9%	1,971,958	1,852,895	1,887,181	1,813,897
Total		64,404,628	62,088,111	2,316,517	3.7%	59,508,117	57,594,012	56,217,707	52,459,521

ANDOVER PUBLIC SCHOOLS

BUDGET SUMMARY FY2018 Requested

FY18 NON-SALARY BUDGET GENERAL FUNDS									
Acct.	Function	FY18 Total Requested	FY17 Total Approved	Difference	Percent Change	FY16 Total Expended	FY15 Total Expended	FY14 Total Expended	FY13 Total Expended
110	School Committee	41,900	34,772	7,128	20.5%	27,590	40,876	41,269	28,169
111	Legal Services	300,000	351,000	(51,000)	-14.5%	185,257	551,724	424,760	533,905
120	Superintendent's Office	47,214	40,928	6,286	15.4%	40,153	28,204	37,712	29,846
141	Asst. Superintendent's Office	17,177	17,177	-	0.0%	15,068	13,993	23,274	9,561
142	Human Resources	190,025	162,150	27,875	17.2%	124,408	149,807	136,814	151,113
143	Business Services	149,938	203,943	(54,005)	-26.5%	124,401	156,070	174,416	221,831
144	Contingency	-	-	-	-	-	-	-	-
210	Supervisors	68,437	44,235	24,202	54.7%	60,011	51,626	30,290	81,282
220	Principals	183,385	150,521	32,864	21.8%	125,593	129,733	125,617	174,036
230	Teaching	1,310,820	1,021,325	289,495	28.3%	1,129,275	1,007,769	953,144	1,115,643
235	Professional Development	401,798	328,579	73,219	22.3%	243,098	170,114	182,736	155,698
240	Textbooks/Educational Software	700,080	141,488	558,592	394.8%	62,122	86,084	100,330	202,783
250	Digital Learning & Media	60,185	113,284	(53,099)	-46.9%	59,189	57,759	178,580	65,765
260	Technology	159,377	157,861	1,516	1.0%	121,841	124,635	189,332	121,267
270	Guidance & Social Workers	15,235	16,232	(997)	-6.1%	8,783	19,767	12,664	12,188
280	Evaluation/Therapy	886,641	936,178	(49,537)	-5.3%	913,049	757,622	727,600	778,990
320	Health Services	18,686	18,686	-	0.0%	18,449	24,850	16,773	18,717
331	Transp. - Reg. Educ.	1,794,635	1,741,040	53,595	3.1%	1,647,708	1,567,988	1,409,105	1,305,782
332	Transp. - Special Educ.	1,959,482	1,850,500	108,982	5.9%	1,792,192	1,690,007	1,553,276	1,524,527
333	Transp. - Homeless	18,000	18,000	-	0.0%	12,590	3,175	16,577	5,488
351	Athletics	127,154	127,145	9	0.0%	117,516	114,380	112,885	132,848
352	Student Activities	4,000	4,675	(675)	-14.4%	3,788	3,990	1,317	-
411	Custodial	149,529	153,482	(3,953)	-2.6%	238,145	197,402	154,358	206,929
412	Building Operations	1,475,124	1,542,324	(67,200)	-4.4%	1,273,571	1,449,722	1,310,913	1,370,733
521	Medicare/Benefits	916,229	911,400	4,829	0.5%	882,200	843,601	825,515	746,174
730	Equipment	-	-	-	-	79,872	35,417	101,242	381,549
900	Prog. Other Districts	5,065,105	3,924,167	1,140,938	29.1%	4,482,605	4,034,125	3,869,387	3,901,118
Total		16,060,156	14,011,092	2,049,064	14.6%	13,788,474	13,310,440	12,709,886	13,275,942

ANDOVER PUBLIC SCHOOLS

FY18 STAFF FTES BY FUNCTION AND FUNDING SOURCE						
FUNC	FUNCTION DESCRIPTION	FY 18 Requested	FY17 Actual*	FY17 ATM	Change from FY 17 Actual to FY 18 Budget	Change from FY17 Budget to FY17 Actual
110	SCHOOL COMMITTEE	0.00	0.00	-	-	-
120	SUPERINTENDENT	2.40	2.40	2.40	-	-
141	ASST SUPERINTENDENT	3.50	3.50	3.50	-	-
142	HUMAN RESOURCES	4.90	4.90	4.90	-	-
143	BUSINESS SERVICES	11.57	10.57	10.37	1.00	0.20
210	SUPERVISORY	20.35	20.95	21.03	(0.60)	(0.08)
220	PRINCIPALS	40.86	39.86	39.86	1.00	-
230	TEACHING	700.52	691.42	692.00	9.10	(0.58)
235	PROFESIONAL DEVLPT				-	-
250	LIBRARY/MEDIA	15.50	14.90	14.90	0.60	-
260	TECHNOLOGY				-	-
270	GUIDANCE	25.82	26.22	26.22	(0.40)	-
280	EVALUATION/THERAPY	5.30	5.30	5.30	-	-
320	HEALTH SERVICES	14.00	14.00	14.00	-	-
331	TRANSP - REG ED	7.00	7.00	7.00	-	-
351	ATHLETICS	1.60	1.60	1.60	-	-
352	STUDENT ACTIVITIES	-	-	-	-	-
360	BUILDING SECURITY	1.00	1.00	1.00	-	-
411	CUSTODIAL	40.00	39.50	39.50	0.50	-
	Operating Budget Total	894.32	883.12	883.58	11.20	(0.46)

GRANTS						
Early Child		0.29	0.29	0.29	-	-
IDEA		26.32	26.32	26.32	-	-
Title 1		2.60	2.60	3.30	-	(0.70)
NE Arts		2.00	2.00	1.00	-	1.00
	Grant Total	31.21	31.21	30.91	-	0.30

REVOLVING						
All day K		17.97	17.97	18.54	-	-
SPED-Tops		0.50	0.50	0.50	-	-
Café		33.84	33.84	31.50	-	-
		0.30	0.30		-	-
Collins Ctr		1.00	1.00	0.60	-	-
HITF		1.10	1.10	1.10	-	-
Pre K		1.85	1.85	1.85	-	-
	Revolving Total	56.56	56.56	54.09	-	-

Total Operating, Grant & Revolving	982.09	970.89	968.58	11.20
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* Variations based upon quarterly FTE reports to date.

- G Grant Funds
- R Revolving Funds
- EC Early Childhood
- IDEA Individuals with Disabilities Education Act
- TITLE 1 Improving the Academic Achievement of the Disadvantaged
- ADK All Day Kindergarten Program
- CAFÉ Food Service Program
- CC Collins Center
- HITF Health Insurance Trust Fund
- PK Pre Kindergarten Program

SECTION 5



FIXED AND UNCLASSIFIED EXPENSES

TECHNICAL SCHOOLS

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

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

TECHNICAL SCHOOLS	FY2015	FY2016	FY2017	FY2018	FY2018
TECHNICAL SCHOOLS	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
TECHNICAL SCHOOL EXPENSES					
5295 OTHER CHGS/SERVICES	456,521	569,335	610,000	610,000	610,000
SUBTOTAL	456,521	569,335	610,000	610,000	610,000
TOTAL TECHNICAL SCHOOLS	456,521	569,335	610,000	610,000	610,000

DEBT SERVICE INFORMATION

Debt Service Fund

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

DEBT PRINCIPAL	FY2015	FY2016	FY2017	FY2018	FY2018
DEBT SERVICE	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
NON-EXEMPT DEBT SERVICE PRINCIPAL					
5741 SCHOOL LOANS	1,408,000	1,517,400	1,562,500	1,744,000	1,744,000
5742 WATER LOANS	971,570	1,200,263	1,284,756	1,345,004	1,345,004
5743 SEWER LOANS	1,920,500	1,913,300	1,880,200	1,855,000	1,855,000
5744 STREET LOANS	215,000	238,000	347,800	285,000	285,000
5745 MUNICIPAL BLDGS LOANS	803,900	991,900	1,228,900	1,048,900	1,048,900
5746 PUBLIC SAFETY LOANS	125,000	125,800	70,000	70,000	70,000
5747 LAND ACQ LOANS	450,000	441,850	440,000	425,000	425,000
5749 OTHER MUN PURPOSES	265,000	300,000	352,304	267,898	267,898
SUBTOTAL	6,158,970	6,728,513	7,166,460	7,040,802	7,040,802
EXEMPT DEBT SERVICE PRINCIPAL					
5741 SCHOOL LOANS	3,900,000	3,904,000	2,966,800	2,350,000	2,350,000
5746 PUBLIC SAFETY LOANS	586,600	577,100	552,100	547,100	547,100
SUBTOTAL	4,486,600	4,481,100	3,518,900	2,897,100	2,897,100
TOTAL DEBT PRINCIPAL	10,645,570	11,209,613	10,685,360	9,937,902	9,937,902
DEBT INTEREST					
DEBT SERVICE	FY2015	FY2016	FY2017	FY2018	FY2018
	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
NON-EXEMPT DEBT SERVICE INTEREST					
5732 INT ON BANS NON-EXEMPT	-	6,464	80,000	80,000	80,000
573202 BANS NON-EXEMPT WATER	-	-	35,000	35,000	35,000
5739 BOND ISSUE EXPENSE	11,218	17,948	105,000	105,000	105,000
5741 SCHOOL LOANS	739,003	750,959	713,004	767,923	767,923
5742 WATER LOANS	412,863	467,933	491,542	673,126	673,126
5743 SEWER LOANS	754,633	686,437	616,572	551,473	551,473
5744 STREET LOANS	93,627	90,462	107,781	93,788	93,788
5745 MUNICIPAL BLDGS LOANS	291,128	308,283	357,584	332,320	332,320
5746 PUBLIC SAFETY LOANS	18,727	14,674	11,550	8,990	8,990
5747 LAND ACQ LOANS	212,207	196,384	180,563	164,111	164,111
5749 OTHER MUN PURPOSES	64,632	78,347	96,938	71,032	71,032
SUBTOTAL	2,598,038	2,617,891	2,795,534	2,882,763	2,882,763
EXEMPT DEBT SERVICE INTEREST					
5741 SCHOOL LOANS	1,429,009	1,318,533	1,186,827	1,127,350	1,127,350
5746 PUBLIC SAFETY LOANS	174,584	150,267	122,674	100,892	100,892
SUBTOTAL	1,603,593	1,468,800	1,309,501	1,228,242	1,228,242
TOTAL DEBT INTEREST	4,201,631	4,086,691	4,105,035	4,111,005	4,111,005
DEBT SERVICE EXPENSES					
FROM CABLE FUND	(336,638)	(336,638)	(479,561)	(321,838)	(321,838)
SUBTOTAL	(336,638)	(336,638)	(479,561)	(321,838)	(321,838)
TOTAL DEBT SERVICE	14,847,201	15,296,304	14,790,396	14,048,907	14,048,907

DEBT SERVICE INFORMATION

	<u>AMOUNT</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL</u> <u>ALL YEARS</u>
NON-EXEMPT DEBT								
EXISTING								
SCHOOL		2,214,080	2,341,925	2,251,070	1,986,700	1,907,795	1,841,230	22,644,242
STREET		317,790	378,790	359,490	326,680	293,270	281,645	3,189,620
MUNICIPAL FACILITIES		1,265,983	1,381,220	1,299,982	1,192,000	1,068,315	1,027,352	10,711,220
PUBLIC SAFETY		81,550	78,990	76,190	66,075	31,782	30,600	283,637
LAND ACQUISITION		620,562	589,111	567,000	545,270	528,720	511,930	5,218,751
OTHER		366,913	337,953	211,589	196,956	192,963	188,958	2,981,917
TOTAL EXISTING DEBT		4,866,878	5,107,989	4,765,321	4,313,681	4,022,845	3,881,715	45,029,387
TECHNOLOGY OFFSET CABLE FUNDS		(479,561)	(321,838)	(305,937)	(300,050)	(250,050)	(182,000)	(1,359,875)
NET GF IMPACT		4,387,317	4,786,151	4,459,384	4,013,631	3,772,795	3,699,715	43,669,512
FY18 BORROW ESTIMATE								
COLLINS CENTER FAÇADE REPLACEMENT	2,000,000	-	170,972	166,500	163,000	159,500	156,000	2,735,972
FIRE APPARATUS REPLACEMENT - ENGINE 4	575,000	-	-	77,625	75,613	73,600	71,588	685,690
		-	-	-	-	-	-	-
	2,575,000	-	170,972	244,125	238,613	233,100	227,588	3,421,662
AUTHORIZED BORROW								
LEDGE ROAD LANDFILL (Per 2/3/14 Cronin e-mail)	500,000	-	-	42,500	41,625	40,750	39,875	683,750
LEDGE ROAD LANDFILL (Per 2/3/14 Cronin e-mail)	3,000,000	-	-	-	255,000	249,750	244,500	4,102,500
LEDGE ROAD LANDFILL (Per 2/3/14 Cronin e-mail)	3,195,000	-	-	-	-	271,575	265,984	4,369,165
LEDGE ROAD LANDFILL (Per 2/3/14 Cronin e-mail)	-	-	-	-	-	-	-	-
(Use \$3,000,000 Landfill Stabilization Fund)	6,695,000	-	-	42,500	296,625	562,075	550,359	9,155,415
TOTAL FUTURE DEBT		-	170,972	286,625	535,238	795,175	777,947	12,577,077
ESTIMATED FY19								
FR-1 FIRE APPARATUS - AMBULANCES	270,000	-	-	63,450	126,185	122,370	118,555	602,225
IT-5 SAFETY & COMMUNICATIONS UPGRADE II	300,000	-	-	70,500	68,400	66,300	64,200	331,500
FR-1 FIRE APPARATUS - ENGINES		-	-	-	-	116,775	208,248	1,866,263
P&F-6 MAJOR TOWN PROJECTS	320,000	-	-	43,200	88,655	136,953	165,713	1,526,400
P&F-7 TOWN AND SCHOOL ENERGY INITIATIVES	420,000	-	-	56,700	113,280	168,355	238,125	2,575,800
DPW-7b DPW LARGE VEHICLES	450,000	-	-	60,750	120,600	191,683	252,065	2,733,525
DPW-8 MINOR STORM DRAIN IMPROVEMENTS	300,000	-	-	-	40,500	39,450	78,900	715,500
DPW-9 TOWN BRIDGE EVALUATION/MAINTENANCE	500,000	-	-	-	-	67,500	65,750	596,250
SCH-5 MAJOR SCHOOL PROJECTS	770,000	-	-	103,950	227,210	349,500	394,214	4,207,140
DPW-25 ENMORE STREET RECONSTRUCTION	655,000	-	-	66,592	65,063	63,535	62,007	838,400
CS-1 CENTER AT PUNCHARD BUILDING CONSTRUCTION	1,732,000	-	-	-	-	-	-	2,368,510
SCH-11 HIGH PLAIN/WOODHILL AIR CONDITION	775,000	-	-	65,875	64,519	63,163	61,805	1,059,812
TM-1 MUNICIPAL SERVICES FACILITY (Borrow 2018)	9,000,000	-	-	489,342	489,342	489,342	489,342	14,680,260
TM-1 MUNICIPAL SERVICES FACILITY (Borrow 2019)	8,000,000	-	-	-	434,971	434,971	434,971	13,049,130
TM-1 MUNICIPAL SERVICES FACILITY (Borrow 2020)	850,000	-	-	-	-	46,216	46,216	1,386,480
TOTAL NEW DEBT FY18	21,810,000	-	-	1,020,359	1,838,725	2,356,111	2,680,110	48,537,194
GRAND TOTAL (Net of Cable Funds)		4,387,317	4,957,123	5,766,368	6,387,594	6,924,081	7,157,772	104,783,783
GRAND TOTAL GROSS		4,866,878	5,278,961	6,072,305	6,687,644	7,174,131	7,339,772	106,143,658

TOWN OF ANDOVER DEBT ANALYSIS TOOL - EXEMPT DEBT PROJECTIONS

Actual Debt through 12/31/16

<u>EXEMPT DEBT</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL YRS</u>
EXISTING	4,828,400	4,035,954	3,901,149	3,780,751	3,524,589	2,996,518	40,602,102
LESS PREMIUM	(88,874)	(84,490)	(78,114)	(76,121)	(71,338)	(64,962)	(696,044)
LESS SBAB	(1,142,103)	-	-	-	-	-	-
TOTAL	3,597,423	3,951,464	3,823,035	3,704,630	3,453,251	2,931,556	39,906,058
BANCROFT SCHOOL	-	89,388	79,860	78,360	76,860	72,405	1,298,401
TOTAL	-	89,388	79,860	78,360	76,860	72,405	1,298,401
GRAND TOTAL	3,597,423	4,040,852	3,902,895	3,782,990	3,530,111	3,003,961	41,204,459

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS ANALYSIS OF BONDS AUTHORIZED AND UNISSUED AS OF DECEMBER 31, 2016							
ARTICLE	PROJECT NAME	ORIGINAL AUTHORIZATION	AUTHORIZATION JULY 1, 2015	NEW		FY17 BORROW/ PAY DOWN	REMAINING AUTHORIZATION DEC 31, 2016
				AUTHORIZATIONS ATM 2016	RESCIND		
SEWER ENTERPRISE							
ART 64 2007	SHAWSHEEN PUMPING STATION	750,000	350,000	-	-	-	350,000
ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	4,000,000	2,200,000	-	-	-	2,200,000
		4,750,000	2,550,000	-	-	-	2,550,000
WATER ENTERPRISE							
ART 44 2011	WTP VARIABLE SPEED PUMP (Split Funding)	499,100	-	-	-	-	-
ART 36 2012	WATER PLANT BACKWASH TANK	300,000	300,000	-	-	-	300,000
ART 38 2015	WATER MAIN REPLACEMENT	1,700,000	1,700,000	-	-	145,000	1,555,000
ART 41 2016	WATER MAIN REPLACEMENT	1,000,000	-	1,000,000	-	-	1,000,000
ART 44 2016	WATER STORAGE TANKS REPLACEMENT	1,450,000	-	1,450,000	-	1,450,000	-
		-	-	-	-	-	-
		499,100	2,000,000	2,450,000	-	1,595,000	2,855,000
GENERAL GOVERNMENT							
ART 44 1999	LANDFILL CLOSURE	2,200,000	-	-	-	-	-
ART 31 2008	LANDFILL CLOSURE	7,370,000	6,695,000	-	-	-	6,695,000
	(Note: Ledge Rd Stabilization Fund # 6503)	9,570,000	6,695,000	-	-	-	6,695,000
SCHOOL							
ART 59 2009	BANCROFT FEASIBILITY STUDY *	525,000	363,000	-	-	-	363,000
ART 3A 2010	BANCROFT SCHOOL PROJECT *	43,835,000	15,596,751	-	-	-	15,596,751
ART 1 2013 STM	BANCROFT SCHOOL PROJECT #2 *	5,715,000	1,085,802	-	-	1,000,000	85,802
ART 17 2011	WEST MIDDLE SCHOOL GREEN REPAIR **	1,450,907	595,000	-	595,000	-	-
ART 39 2015	SCHOOL BUILDING MAINTENANCE & IMPROVE	455,000	455,000	-	-	455,000	-
ART 40 2015	SCHOOL SITE IMPROVEMENTS (HOLD)	319,000	319,000	-	-	-	319,000
ART 29 2016	COLLINS CENTER FAÇADE	2,000,000	-	2,000,000	-	-	2,000,000
ART 34 2016	SCHOOL BUILDING MAINTENANCE & IMPROVE	500,000	-	500,000	-	500,000	-
ART 30 2016	LOVELY FIELD TURF REPLACEMENT	500,000	-	500,000	-	500,000	-
		-	-	-	-	-	-
		55,299,907	18,414,553	3,000,000	595,000	2,455,000	18,364,553
ROAD AND DRAINAGE							
ART 45 2015	WOBURN ST SIDEWALK CONSTRUCTION	113,000	113,000	-	-	113,000	-
ART 62 2015	RIVER ST SIDEWALK CONSTRUCTION	301,000	301,000	-	-	301,000	-
ART 44 2015	MINOR STORM DRAIN IMPROVEMENTS	300,000	300,000	-	-	300,000	-
		-	-	-	-	-	-
		714,000	714,000	-	-	714,000	-
CONSERVATION AND LAND ACQUISITION							
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	2,000,000	800,000	-	-	-	800,000
ART 23 2002	CONSERVATION FUND	1,500,000	400,000	-	-	-	400,000
		1,500,000	1,200,000	-	-	-	1,200,000
TECHNOLOGY							
ART 22 2012	TECHNOLOGY AND INFRASTRUCTURE	2,500,000	300,000	-	-	300,000	-
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000	200,000	-	-	-	200,000
ART 38 2015	SAFETY & SECURITY UPGRADES	600,000	600,000	-	-	600,000	-
		2,700,000	1,100,000	-	-	900,000	200,000
TOWN BUILDINGS							
ART 46 2015	TOWN BUILDING AND FACILITY MAINTENANCE	1,200,000	1,200,000	-	-	1,200,000	-
ART 28 2016	TOWN BUILDING AND FACILITY MAINTENANCE	700,000	-	700,000	-	350,000	350,000
ART 57 2016	MEMORIAL PLAYSTEAD PLAYGROUND	120,000	-	120,000	-	-	120,000
		-	-	-	-	-	-
		2,020,000	1,200,000	820,000	-	1,550,000	470,000
MISCELLANEOUS							
ART 26 2016	DPW VEHICLES	-	-	350,000	-	350,000	-
ART 27 2016	FIRE APPARATUS	-	-	575,000	-	-	575,000
		-	-	-	-	-	-
		-	-	925,000	-	350,000	575,000
		-	-	-	-	-	-
TOTAL GENERAL GOVERNMENT		71,803,907	29,323,553	4,745,000	595,000	5,969,000	27,504,553
GRAND TOTAL		77,053,007	33,873,553	7,195,000	595,000	7,564,000	32,909,553

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS											
DETAIL DEBT SCHEDULE BY FISCAL YEAR											
As of July 1, 2016											
	ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	2018	2019	2020	2021	2022	TOTAL ALL YEARS
EXEMPT DEBT											
SCHOOL											
SCHOOL BONDS EXEMPT REFI	ART 19, 1999		2/15/10	2.181%	1,092,000	120,000.00	115,000.00	115,000.00	140,000.00	140,000.00	350,000.00
SCHOOL BONDS - Sewer REFI	ART 9, 2000		2/15/10	2.398%	1,342,000	145,000.00	140,000.00	140,000.00	140,000.00	140,000.00	565,000.00
SCHOOL BONDS EXEMPT REFI	ART 9, 2000		12/22/11	1.645%	3,361,700	335,000.00	330,000.00	330,000.00	325,000.00	320,000.00	1,960,000.00
BANCROFT FEASIBILITY	ART 59, 2009		12/22/11	2.339%	162,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	110,000.00
MIDDLE/EL SCHOOL-Ref NC	ART 9, 2000		12/19/12	1.821%	1,500,000	165,000.00	160,000.00	160,000.00	145,000.00	140,000.00	1,335,000.00
BANCROFT SCHOOL	ART 03, 2012		12/19/12	2.459%	13,000,000	700,000.00	700,000.00	700,000.00	700,000.00	700,000.00	11,200,000.00
BANCROFT SCHOOL	ART 03, 2012		3/6/14	3.076%	13,055,000	655,000.00	655,000.00	655,000.00	655,000.00	655,000.00	11,090,000.00
BANCROFT SCHOOL	ART 1, 2013		3/6/14	3.069%	2,435,000	125,000.00	125,000.00	125,000.00	125,000.00	120,000.00	2,060,000.00
BANCROFT SCHOOL	ART 3, 2010		6/19/15	2.816%	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	90,000.00
BANCROFT SCHOOL	ART 1, 2013		6/19/15	2.789%	779,000	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	695,000.00
BANCROFT SCHOOL	ART 3, 2010		12/15/16	2.937%	967,000	50,000.00	50,000.00	50,000.00	50,000.00	47,000.00	967,000.00
TOTAL SCHOOL	017112-5741					2,350,000.00	2,340,000.00	2,330,000.00	2,195,000.00	2,037,000.00	30,422,000.00
PUBLIC SAFETY											
PUBLIC SAFETY CENTER REFI	ART 16, 1999		2/15/10	2.570%	2,807,000	275,000.00	270,000.00	270,000.00	265,000.00	265,000.00	1,080,000.00
PUBLIC SAFETY CENTER REFI	ART 40, 2001		2/15/10	2.575%	101,500	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00
PUBLIC SAFETY CENTER REFI	ART 16, 1999		2/15/10	2.573%	2,353,500	235,000.00	235,000.00	235,000.00	230,000.00	225,000.00	1,160,000.00
PUBLIC SAFETY CENTER	ART 10-1, 2002		12/1/07	3.775%	80,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	35,000.00
PUBLIC SAFETY CENTER	ART 10-1, 2002		3/15/09	3.929%	425,000	22,100.00	22,100.00	21,250.00	21,250.00	21,250.00	248,200.00
TOTAL PUBLIC SAFETY CENTER	017112-5746					547,100.00	542,100.00	541,250.00	531,250.00	261,250.00	32,995,200.00
TOTAL EXEMPT						2,897,100.00	2,882,100.00	2,871,250.00	2,726,250.00	2,298,250.00	30,422,000.00
PUBLIC SERVICE ENTERPRISES											
WATER DEBT											
WATER TREATMENT PLANT	ART 42, 2002		12/22/11	1.768%	473,000	50,000.00	50,000.00	45,000.00	45,000.00	45,000.00	323,000.00
WATER SYSTEM	ART 20, 2003		12/15/11	1.785%	997,400	100,000.00	100,000.00	100,000.00	100,000.00	95,000.00	682,000.00
WATER MAINS REFINANCED	ART 43, 2002		12/19/12	3.986%	235,050	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	184,400.00
WATER SYSTEM	ART 20, 2008		10/15/06	3.883%	1,000,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	500,000.00
WATER PLANT (WPAT)	ART 34, 2005		12/14/06	N/A	4,666,635	234,516.00	239,254.00	244,087.00	249,018.00	254,049.00	2,570,258.00
WATER PLANT (WPAT)	ART 34, 2005		12/1/07	3.918%	634,717	30,488.00	31,104.00	31,732.00	32,373.00	33,027.00	409,372.00
WATER SYSTEM	ART 20, 2003		12/1/07	3.918%	1,472,000	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	795,000.00
WATER SYSTEM	ART 34, 2005		12/1/07	3.926%	1,000,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	550,000.00
WATER SYSTEM	ART 41, 2005		12/1/07	3.488%	50,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
WATER SYSTEM	ART 34, 2005		3/15/09	2.811%	198,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	200,000.00
WATER TREATMENT PLANT	ART 34, 2010		12/22/11	2.436%	250,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	175,000.00
WTP GRANULAR CARBON	ART 33, 2010		12/22/11	1.545%	400,000	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	200,000.00
WATER TREATMENT PLANT	ART 33, 2010		2/24/11	2.624%	300,000	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	120,000.00
WATER MAINS	ART 31, 2010		12/19/12	2.458%	500,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	400,000.00
WATER TREATMENT PLANT PUMP	ART 44, 2011		12/19/12	1.451%	100,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00
WATER MAIN CONSTRUCTION	ART 42, 2011		3/6/14	3.078%	500,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	425,000.00
WATER MAIN REPLACEMENT	ART 35, 2012		3/6/14	3.062%	1,439,000	75,000.00	75,000.00	75,000.00	75,000.00	70,000.00	1,210,000.00
HYDRANT REPLACEMENT	ART 46, 2013		3/6/14	2.065%	500,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	350,000.00
WATER MAIN REPLACEMENT	ART 41, 2013		3/6/14	3.078%	1,000,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	850,000.00
GAC REPLACEMENT	ART 33, 2010		3/6/14	2.027%	110,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	70,000.00
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012		6/19/15	2.043%	500,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	400,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013		6/19/15	2.043%	500,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	400,000.00
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016		6/19/15	2.043%	500,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	400,000.00
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014		6/19/15	2.043%	500,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	400,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011		6/19/15	2.022%	340,000	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	270,000.00
WATER STORAGE TANKS REHAB	ART 44, 2016		12/15/16	2.200%	1,375,800	140,000.00	140,000.00	140,000.00	140,000.00	139,800.00	1,375,800.00
TOTAL WATER	017102-5742					1,345,004.00	1,325,358.00	1,325,819.00	1,331,391.00	1,296,876.00	13,134,830.00

DEBT SERVICE INFORMATION

SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	3.078%	2,400,000	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	2,040,000.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	2.641%	1,250,000	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	995,000.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	2.469%	1,300,000	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	1,300,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.770%	285,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	255,000.00
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	2.187%	432,500	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	432,500.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	2.195%	475,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	475,000.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	2.195%	475,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	475,000.00
TOTAL SCHOOL	017102-5741			1,644,000.00	1,632,000.00	1,431,500.00	1,409,000.00	1,399,000.00	1,399,000.00	1,399,000.00	1,399,000.00	1,399,000.00	1,399,000.00	18,027,000.00
STREET														
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	3.900%	250,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	90,000.00
STORM DRAINS	ART 50, 2008	3/15/09	3.958%	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	60,000.00
MAIN ST DEVELOPMENT	ART 48, 2002	2/15/10	1.953%	269,000	30,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	55,000.00
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	3.757%	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	65,000.00
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	3.757%	400,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	265,000.00
BRIDGE REPAIR	ART 24, 2011	12/22/11	2.552%	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	75,000.00
PARKING LOT	ART 25, 2011	12/22/11	2.072%	85,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	50,000.00
DRAINAGE	ART 33, 2011	12/22/11	2.552%	200,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	150,000.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	3.591%	280,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	190,000.00
BRIDGE REPAIR	ART 32, 2008	12/19/12	2.458%	200,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	160,000.00
STORM DRAINAGE	ART 33, 2011	12/19/12	2.458%	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	80,000.00
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	2.272%	1,100,000	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	820,000.00
SIDEWALK CONSTRUCTION	ART 20, 2014	6/19/15	1.420%	138,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	75,000.00
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	2.178%	285,400	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	285,400.00
SIDEWALK CONSTRUCTION - RIVER ST	ART 62, 2015	12/15/16	1.781%	197,100	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	197,100.00
TOTAL STREET	017102-5744			285,000.00	280,000.00	255,000.00	230,000.00	226,600.00	226,600.00	226,600.00	226,600.00	226,600.00	226,600.00	2,617,500.00
MUNICIPAL FACILITIES														
TOWN BUILDINGS	ART 28-1, 2002	12/22/11	1.894%	40,000	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	16,000.00
BRIDGES/BUILDINGS	ART 32, 2001	12/22/11	1.182%	368,000	75,000.00	68,000.00	68,000.00	68,000.00	68,000.00	68,000.00	68,000.00	68,000.00	68,000.00	143,000.00
TOWN HVAC	ART 46, 2006	12/1/07	3.669%	250,000	17,000.00	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	97,000.00
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	3.806%	255,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	135,000.00
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	3.927%	290,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	170,000.00
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	3.929%	75,000	3,900.00	3,900.00	3,750.00	3,750.00	3,750.00	3,750.00	3,750.00	3,750.00	3,750.00	43,800.00
TOWN BUILDINGS	ART 27, 2007	2/15/10	3.230%	400,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	240,000.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	3.566%	650,000	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	440,000.00
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	2.338%	163,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	110,000.00
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	2.552%	500,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	375,000.00
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	2.552%	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	75,000.00
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	2.658%	325,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	200,000.00
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	2.947%	100,000	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	40,000.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	2.075%	200,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	140,000.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	2.035%	200,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	140,000.00
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	2.161%	400,000	30,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	280,000.00
BALMORAL FENCE/ASONRY	ART 28, 2012	12/19/12	1.999%	125,000	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	85,000.00
FIRE COMMUNICATIONS	ART 31, 2012	12/19/12	1.439%	200,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00
TECHNOLOGY HARDWARE	ART 22, 2012	12/19/12	1.458%	1,600,000	180,000.00	175,000.00	175,000.00	175,000.00	175,000.00	175,000.00	175,000.00	175,000.00	175,000.00	880,000.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	3.078%	2,000,000	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	1,700,000.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	2.657%	300,000	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	240,000.00
TECHNOLOGY INFRASTRUCTURE	ART 22, 2012	6/19/15	1.441%	200,000	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	120,000.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	2.005%	236,000	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	185,000.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	2.032%	467,000	50,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	365,000.00
DPW VEHICLES	ART 45, 2014	6/19/15	1.432%	260,000	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	150,000.00
PLAYGROUND REPLC & HANDICAP ACC	ART 41, 2014	6/19/15	2.043%	150,000	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	120,000.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	2.188%	387,600	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	387,600.00
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	2.644%	1,153,400	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	1,153,400.00
PUBLIC WORKS VEHICLES	ART 26, 2016	12/15/16	1.780%	343,200	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	343,200.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	2.182%	333,000	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	333,000.00
TOTAL MUNICIPAL FACILITIES	017102-5745			1,048,900.00	1,025,90									

GENERAL INSURANCE

Insurance Description

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

GENERAL INSURANCE INSURANCE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 DEPT REQ	FY2018 TOWN MGR
GENERAL INSURANCE					
5202 COMPREHENSIVE INS	395,577	410,209	424,536	488,216	488,216
5711 WORKER'S COMP	<u>379,180</u>	<u>322,344</u>	<u>359,295</u>	<u>413,189</u>	<u>413,189</u>
SUBTOTAL	<u>774,757</u>	<u>732,553</u>	<u>783,831</u>	<u>901,405</u>	<u>901,405</u>
TOTAL GENERAL INSURANCE	774,757	732,553	783,831	901,405	901,405

UNEMPLOYMENT COMPENSATION FUND

Unemployment Compensation Fund

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

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

UNEMPLOYMENT COMPENSATION	FY2015	FY2016	FY2017	FY2018	FY2018
UNEMPLOYMENT	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
UNEMPLOYMENT COMPENSATION					
5712 UNEMPLOYMENT COMP	320,000	158,000	160,000	160,000	160,000
SUBTOTAL	320,000	158,000	160,000	160,000	160,000
TOTAL UNEMPLOYMENT COMP	320,000	158,000	160,000	160,000	160,000

HEALTH INSURANCE

Health Insurance Fund

The Town has established a health insurance trust fund in accordance with M.G.L. Chapter 32B, Section 3A to pay for health insurance claims and premiums. This budget covers health insurance costs for all town and school employees. It also covers the health insurance for all town and school retirees. Prior to FY15 the retired school teachers were covered by the Massachusetts Group Insurance Commission (GIC) system, which charged the costs back to the Town through a Cherry Sheet assessment. On March 17, 2014 the Board of Selectmen voted for the Town to take back responsibility for providing health insurance benefits to the retired teachers effective September 1, 2015. This action saved \$350,744 for FY15, and is projected to save \$13 million on the Town's long-term OPEB liability. On January 9, 2012 the Board of Selectmen accepted the new Municipal Health Insurance Reform Act (Chapter 69 of the Acts of 2011). This act allowed to the Town to adjust its health insurance plan design to match a benchmark plan within the GIC (i.e., Tufts Navigator), and impact bargain with representatives of all of the Town's 15 municipal and school unions at once in an accelerated and limited timeframe. The Town's health insurance management team negotiated and reached an agreement with the Public Employee Committee (PEC) in April 2012, and the parties entered into a three-year agreement. This agreement saved the Town approximately \$1 million in increased premium avoidance costs on its MIIA BC/BS health plans in FY13, with the plan rates being reduced by -6%. The new plan design, which included higher deductibles and co-pays, offset by a modest reimbursement arrangement, aided by good claims history, afforded the Town and subscribers a plan rate hold for FY14 (i.e. 0% increase), saving another \$1 million+ in premium avoidance costs. An additional \$1 million in premium cost avoidance was leveraged for FY15 by issuing a RFP that caused the incumbent carrier MIIA BC/BS to reduce its renewal rate from an initial +9.8% to just +2%. The budgetary increases in the health insurance appropriations during this period were largely due to 84 new FTEs being added to the school budget. On July 1, 2015 the Town became self-funded for health insurance. A deductible plan was implemented along with a 50% HRA reimbursement resulting on a 0% rate increase. On January 9, 2016 the Board of Selectmen voted, for the second time, to change health insurance benefits under MGL C32B Sections 21 and 22, as added by Chapter 69 of the Acts of 2011. This generated estimated savings of over \$1,400,000 and for the second year in a row resulted in a 0% rate increase. The Town Manager's preliminary recommended FY18 appropriation for employee and retiree health insurance is \$19,257,000. This budget recommendation is based on an estimated increase in BC/BS plan renewal rates effective July 1, 2017. The Town anticipates receiving the actual renewal rate proposal prior to the 2017 Annual Town Meeting, which may warrant an adjustment in the recommended appropriation.

	BUDGET HEALTH INSURANCE	BUDGET RETIRED TEACHERS	TOTAL
FY2018 – TM Rec	19,257,000		19,257,000
FY2017	17,905,037		17,905,037
FY2016	17,052,416		17,052,416
FY2015	15,670,957	* 214,134	15,885,091
FY2014	14,000,000	2,235,835	16,235,835
FY2013	13,790,500	1,954,609	15,745,109
FY2012	14,355,000	1,914,379	16,269,379
FY2011	13,362,241	2,316,876	15,679,117
FY2010	12,440,000	2,496,933	14,936,933
FY2009	11,097,000	2,278,091	13,375,091
FY2008	10,850,000	2,307,609	13,157,609

HEALTH INSURANCE	FY2015	FY2016	FY2017	FY2018	FY2018
HEALTH INSURANCE	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
HEALTH INSURANCE EXPENSES					
5206 HEALTH INSURANCE	15,670,957	17,052,416	17,905,037	19,257,000	19,257,000
SUBTOTAL	15,670,957	17,052,416	17,905,037	19,257,000	19,257,000
TOTAL HEALTH INSURANCE	15,670,957	17,052,416	17,905,037	19,257,000	19,257,000

OTHER POST EMPLOYMENT BENEFITS (OPEB)

Other Post Employment Benefits (OPEB)

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

The Town of Andover conducted its first actuarial OPEB analysis in 2009, and identified \$245 million in projected Actuarial Accrued Liabilities (AAL) through the year 2040. This was a fairly typical amount for a municipality of Andover’s size and number of employees. The Town conducted its second analysis in 2011, which resulted in \$215 million of projected Actuarial Accrued Liabilities over 30 years. The Town conducted its third analysis in 2013, which resulted in \$137 million of projected Actuarial Accrued Liabilities over 30 years. The Town’s Annual Required Contribution (ARC) was calculated at \$11.4 million per year. The ARC reflects the projected \$137 million total liability, amortized at 5.75% over 30 years. \$7.3 million of the ARC is attributed to School retirees; \$3.8 million to Town retirees; and \$269k to Water & Sewer Enterprise retirees (see the next page for a full breakdown) All of the Town’s actuarial valuations, and other OPEB reports can be viewed on the Town website at andoverma.gov.

The Town of Andover has been working to manage its OPEB liabilities since 2010, when the Annual Town Meeting was asked to accept the provisions of Chapter 479 of the Acts of 2008 which allows municipalities to establish a special trust fund to hold funds towards the purpose of reducing their unfunded OPEB liability. Since that time the Town has been actively addressing its OPEB liability on two fronts though a combination of pre-funding and cost containment. This two-pronged approach has proven effective in reducing the Town’s long-term OPEB liability. The sum of the Town’s OPEB related actions taken between 2009 and 2013 reduced its AAL by \$108 million. It is anticipated that the AAL will be further reduced as a result of actions taken between 2013 and 2015 when the next analysis is completed. As an example, one such proactive action was taking back the Retired Municipal Teachers Health Insurance from the more costly Massachusetts Group Insurance Commission (GIC), which is projected to further reduce the AAL by \$13 million.

The Town has been appropriating funding into its OPEB Trust Fund since 2010. Funding has been requested at each Annual Town Meeting from various funding sources. The 2016 Annual Town Meeting appropriated a total of \$1,502,579 into the OPEB Trust Fund from the following sources: \$616,000 from Gen. Fund (Art. 4); \$314,945 from water rates; \$60,062 from sewer rates, and \$511,572 from health insurance savings. The balance in the OPEB Trust Fund as of 6/30/16 was \$5,434,916 including interest.

For FY2018, the Town Manager is recommending a total appropriation of \$1,648,721 from the following sources: \$631,400 from Gen. Fund (Art. 4); \$322,819 from water rates, \$61,564 from sewer rates, and \$632,938 from health insurance savings. The total appropriation is consistent with the funding plan to set aside 0.4% of adjusted revenue budget and incremental health insurance savings in accordance with the Board of Selectmen vote to implement a comprehensive OPEB reform plan. The next actuarial valuation will reflect these results of these reform measures.

OPEB	FY2015	FY2016	FY2017	FY2018	FY2018
OTHER POST EMPLOYMENT BENEFITS	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
OPEB					
5950 FIXED COSTS	400,000	500,000	1,127,572	1,264,338	1,264,338
SUBTOTAL	400,000	500,000	1,127,572	1,264,338	1,264,338
TOTAL OPEB	400,000	500,000	1,127,572	1,264,338	1,264,338

RETIREMENT FUND

Retirement Fund

This account includes the annual appropriation requirement established by the Public Employee Retirement Administration Commission (PERAC) based upon the Andover Retirement Board's approved funding schedule. A five-member board administers the retirement program for all retired town, Andover Housing Authority and school employees (excluding school teachers, who retire under the Massachusetts Teachers' Retirement System). The Board is comprised of the Town Accountant, two members elected by the members of the retirement system, an appointee of the Board of Selectmen, and a member appointed by the other four Board members. The Andover Retirement Board updates its actuarial valuation every two years, at which time a new funding schedule is established. The latest approved funding schedule is shown below. This actuarial valuation schedule is as of 1/1/16. This funding schedule fully amortizes the unfunded actuarial liabilities by 2032.

CHART 16

Funding Schedule - Fully funded by June 30, 2032 with appropriations increasing 10.00% per year

(1) Fiscal Year Ended June 30	(2) Employer Normal Cost	(3) Amortization of Remaining Liability	(4) Total Plan Cost: (2) + (3)	(5) Total Unfunded Actuarial Accrued Liability at Beginning of Fiscal Year	(6) Total Plan Cost % Increase
2017	\$2,344,358	\$6,304,042	\$8,648,400	\$133,525,444	--
2018	2,435,450	7,077,790	9,513,240	136,246,163	10.00%
2019	2,530,060	7,934,505	10,464,565	139,359,569	10.00%
2020	2,628,324	8,882,697	11,511,021	143,144,659	10.00%
2021	2,730,382	9,931,741	12,662,123	146,014,685	10.00%
2022	2,836,380	11,091,955	13,928,335	146,010,905	10.00%
2023	2,946,470	12,374,699	15,321,169	144,769,758	10.00%
2024	3,060,808	13,792,478	16,853,286	142,070,886	10.00%
2025	3,179,557	15,359,057	18,538,614	137,664,621	10.00%
2026	3,302,888	17,089,588	20,392,476	131,268,517	10.00%
2027	3,430,976	19,000,747	22,431,723	122,563,495	10.00%
2028	3,564,003	21,110,893	24,674,896	111,189,561	10.00%
2029	3,702,159	23,440,226	27,142,385	96,741,048	10.00%
2030	3,845,640	26,010,984	29,856,624	78,761,336	10.00%
2031	3,994,653	28,847,633	32,842,286	56,736,993	10.00%
2032	4,149,407	30,267,297	34,416,704	30,091,271	4.79%
2033	4,310,124	--	4,310,124	--	-87.48%

Notes: Recommended contributions are assumed to be paid August 1.

Item (2) reflects 3.5% grown in payroll as well as a 0.15% adjustment to total normal cost to reflect the effects of mortality improvement due to generational mortality assumption.

Projected unfunded actuarial accrued liability reflects deferred investment losses.

Assumes contribution of budgeted amount for fiscal 2017.

Projected normal cost does not reflect the future impact of pension reform for future hires.

RETIREMENT	FY2015	FY2016	FY2017	FY2018	FY2018
RETIREMENT	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
RETIREMENT EXPENSES					
5721 PENSION CONTRIBUTORY	6,207,276	7,946,015	8,360,984	9,428,488	9,428,488
SUBTOTAL	6,207,276	7,946,015	8,360,984	9,428,488	9,428,488
TOTAL RETIREMENT	6,207,276	7,946,015	8,360,984	9,428,488	9,428,488

COMPENSATION FUND / RESERVE FUND

Compensation Fund

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

COMPENSATION FUND	FY2015	FY2016	FY2017	FY2018	FY2018
COMPENSATION FUND	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
COMPENSATION FUND SALARIES					
5199 COMPENSATION PLAN	-	-	612,500	1,140,000	1,140,000
SUBTOTAL	-	-	612,500	1,140,000	1,140,000
TOTAL COMPENSATION FUND	-	-	612,500	1,140,000	1,140,000

Reserve Fund

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

RESERVE FUND	FY2015	FY2016	FY2017	FY2018	FY2018
RESERVE FUND	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
RESERVE FUND EXPENSES					
5700 UNCLASSIFIED EXP	-	-	200,000	200,000	200,000
SUBTOTAL	-	-	200,000	200,000	200,000
TOTAL RESERVE FUND	-	-	200,000	200,000	200,000

SECTION 6



REVENUE & EXPENDITURE PROJECTIONS

REVENUE & EXPENDITURE PROJECTIONS

	FY 2017 RECAP	FY 2018	Dollar Change	Percent Change	FY 2019	Dollar Change	FY 2020	Dollar Change	FY 2021	Dollar Change	FY 2022	Dollar Change
TOWN OF ANDOVER												
Long Range Projection FY2018-FY2022												
I. REVENUE												
A. Property Taxes												
Prior Year Levy	124,996,152	130,709,371	5,713,220	4.57%	136,016,903	5,307,532	141,457,123	5,440,220	147,033,349	5,576,226	152,748,980	5,715,631
2 1/2% Increase	3,124,904	3,267,734	142,830	4.57%	3,400,423	132,688	3,536,428	136,006	3,675,834	139,406	3,818,725	142,891
New Growth	2,588,316	2,039,798	(548,518)	-21.19%	2,039,798	0	2,039,798	0	2,039,798	0	2,039,798	0
Unused Excess Levy Capacity	(1,323,436)	(300,000)	1,023,436	-77.33%	(300,000)	0	(300,000)	0	(300,000)	0	(300,000)	0
Exempt Debt Service	3,597,424	4,040,832	443,428	12.33%	3,906,286	(134,566)	3,786,129	(120,157)	3,533,000	(253,129)	3,009,557	(523,443)
Total Property Taxes	132,983,359	139,757,755	6,774,396	5.09%	145,063,409	5,305,654	150,519,479	5,456,069	155,981,980	5,462,502	161,317,059	5,335,079
B. State Aid	13,009,841	12,149,038	(860,803)	-6.62%	12,269,342	120,304	12,388,376	119,034	12,508,601	120,224	12,630,027	121,427
C. Local Receipts	10,997,428	11,492,300	494,872	4.50%	11,447,300	(45,000)	11,447,300	0	11,447,300	0	11,447,300	0
D. Free Cash for CIP & Articles	3,793,000	500,000	(3,293,000)	-86.82%	-	(500,000)	-	0	-	0	-	0
E. Other Revenues - Indirects, Cable, Bond Prem	2,131,924	2,053,486	(78,438)	-3.68%	2,121,856	68,370	2,205,595	83,739	2,209,761	4,166	2,197,506	(12,255)
TOTAL REVENUES	162,915,552	165,952,579	3,037,027	1.86%	170,901,908	4,949,330	176,560,749	5,658,842	182,147,642	5,586,893	187,591,893	5,444,251
II. APPROPRIATIONS - Debt/Obligations/Capital												
A. Capital & Debt Service												
Non-Exempt Debt Service	5,653,925	5,463,961	(189,964)	-3.36%	6,257,305	793,344	6,972,637	715,332	7,459,131	486,494	7,624,765	165,634
Exempt Debt Service	4,828,400	4,125,343	(703,057)	-14.56%	3,984,400	(140,943)	3,862,250	(122,150)	3,604,339	(257,911)	3,074,520	(529,819)
Cash Capital Outlay	3,440,000	3,678,875	238,875	6.94%	3,086,843	(592,032)	3,237,029	150,186	3,007,619	(229,410)	3,310,568	302,949
Total General Fund Capital	13,922,325	13,268,179	(654,146)	-4.70%	13,328,548	60,369	14,071,916	743,368	14,071,089	(827)	14,009,853	(61,236)
B. Obligations - Fixed Costs												
Retirement	8,360,984	9,428,488	1,067,504	12.77%	10,464,565	1,036,077	11,511,021	1,046,456	12,662,123	1,151,102	13,928,335	1,266,212
Insurance Workers Comp	783,831	901,405	117,574	15.00%	964,503	63,098	1,032,019	67,515	1,104,260	72,241	1,181,538	77,298
Unemployment Compensation	160,000	160,000	0	0.00%	163,200	3,200	166,464	3,264	169,793	3,329	173,189	3,396
Health Insurance	18,416,609	19,889,938	1,473,329	8.00%	21,481,133	2,664,194	23,199,623	1,718,490	25,055,593	1,855,970	27,060,041	1,904,448
Less: Retiree Savings To OPEB	(511,572)	(632,938)	(121,366)	-23.72%	(769,703)	(906,194)	(978,690)	(1,056,985)	(1,135,332)	(1,214,627)	(1,293,965)	(1,000,000)
Total Health Insurance	17,905,037	19,257,000	1,351,963	7.55%	20,711,430	1,454,430	22,293,429	1,582,000	24,076,903	1,783,474	26,003,056	1,926,152
OPEB	1,127,572	1,264,338	136,766	12.13%	1,416,888	159,550	1,569,559	152,671	1,688,639	119,081	1,753,932	66,293
OPEB Original	616,000	631,400	15,400	2.50%	647,185	31,185	663,365	16,180	679,949	16,584	696,947	16,999
OPEB Additional Retiree Savings	511,572	632,938	121,366	23.72%	769,703	156,765	906,194	156,491	978,690	72,496	1,056,985	78,295
Total General Fund Obligations	42,259,749	44,279,410	2,019,661	4.78%	47,049,134	4,769,724	50,644,408	3,595,273	53,742,807	3,099,227	57,049,923	3,368,352
C. State Assessments	613,417	634,188	20,771	3.39%	650,043	15,855	666,294	16,251	682,951	16,657	700,025	17,074
D. Offset Aid - Assistance to Libraries	44,964	45,830	866	1.93%	45,830	0	45,830	0	45,830	0	45,830	0
E. Technical School Assessment	610,000	610,000	0	0.00%	628,300	18,300	647,149	18,849	666,563	19,414	686,560	19,997
F. Overlay Reserve	907,823	900,000	(7,823)	-0.86%	900,000	-	1,200,000	300,000	900,000	(300,000)	900,000	-
G. Warrant Articles - From Taxation	150,007	31,000	(119,007)	-79.33%	31,000	-	31,000	-	31,000	-	31,000	-
H. Warrant Articles - From Free Cash	3,793,000	500,000	(3,293,000)	-86.82%	-	(500,000)	0	0	-	0	-	0
I. Other - Court Judgements & Deficits	0	176,877	176,877	0.00%	150,000	(26,877)	150,000	-	150,000	-	150,000	-
Total Debt/Obligations/Capital	48,378,960	47,177,305	(1,201,655)	-2.48%	49,454,307	2,277,002	53,384,680	3,930,374	56,219,152	2,835,298	59,563,339	3,405,423
III. APPROPRIATIONS - Town & School Operations												
Town	38,437,389	39,632,103	1,194,714	3.11%	40,721,986	1,089,883	41,841,841	1,119,855	42,992,491	1,150,651	44,174,785	1,182,294
School	76,099,203	79,143,171	3,043,968	4.00%	81,913,182	2,770,011	84,780,143	2,866,961	87,747,448	2,967,305	90,818,609	3,071,161
Total Appropriations for Operations	114,536,592	118,775,274	4,238,682	3.70%	122,635,169	3,859,894	126,621,984	3,986,816	130,739,940	4,117,956	134,993,394	4,253,454
TOTAL APPROPRIATIONS	162,915,552	165,952,579	3,037,027	1.86%	172,089,476	6,136,897	180,006,664	7,917,189	186,959,091	6,953,254	194,556,733	7,658,877
BALANCE	0	0	0	0.00%	(1,187,568)	(1,187,568)	(3,445,915)	(3,445,915)	(4,811,450)	(4,811,450)	(6,964,840)	(6,964,840)

REVENUE & EXPENDITURE PROJECTIONS

EXPENDITURES	FY2017 RECAP	FY2018 PROJECTION	FY2019 PROJECTION	FY2020 PROJECTION	FY2021 PROJECTION	FY2022 PROJECTION	FY18 ASSUMPTIONS
OBLIGATIONS							
Retirement	8,360,934	9,428,488	10,464,565	11,511,021	12,662,123	13,928,335	Based on ARB 7.25% Funded 2032 10% Increase Per Year
Insurance/Workers Comp	783,831	901,405	964,503	1,032,019	1,104,260	1,181,558	Increase 1.2% FY18 7% All Other Years
Unemployment Compensation	160,000	160,000	163,200	166,464	169,793	173,189	Increase 2% FY19 - FY22
Health Insurance	18,416,609	19,889,938	21,481,133	23,198,623	25,065,593	27,060,041	Increase 8%
Health Insurance Savings Offset to OPEB	(511,572)	(632,938)	(769,703)	(906,194)	(1,056,985)	(1,228,690)	Retiree Savings to OPEB
Other State Assessments	613,417	634,188	650,043	666,294	682,951	700,025	Increase 2.5%
Overlay	907,823	900,000	900,000	900,000	900,000	900,000	Reval Year 2020
OPEB Original	616,000	631,400	647,185	663,365	679,949	696,947	Increase 2.5%
OPEB Additional Retiree Savings	511,572	632,938	769,703	906,194	1,056,985	1,228,690	Per OPEB Funding Schedule
Technical Schools	610,000	610,000	628,300	647,149	666,563	686,000	Increase 3%
Water and Sewer Operating Budget	7,670,485	8,167,538	8,388,201	8,615,148	8,848,560	9,088,624	Per TM Projection/OPEB est Retirement Included
Reserve for Direct Expenditures	44,964	46,830	48,696	50,562	52,428	54,294	Cherry sheet offsets (School Lunch included FY18)
Other Local Expenditures (Deficits to be Raised)	-	176,877	150,000	150,000	150,000	150,000	Overlay/court judgments/deficits to be raised
TOTAL	38,184,123	41,545,664	44,482,960	47,896,912	50,965,623	54,611,110	
DEBT SERVICE							
Existing Non-Exempt General Fund Debt	4,427,149	4,786,151	4,459,384	4,013,624	3,772,795	3,699,708	Actual Debt
Appropriated/Not Borrowed Non-Exempt General Fund	562,215	170,972	286,625	535,238	795,175	777,947	Includes Landfill - FY18 Collins Center
New General Fund CIP PROJECTS	-	-	1,020,959	1,838,725	2,356,111	2,680,110	Includes Municipal Services Facility and Ballinville Fire
Cable Funds - Technology	479,561	321,838	305,937	300,050	250,050	182,000	Actual
BAN Interest non-exempt	80,000	80,000	80,000	80,000	80,000	80,000	
General Fund Bond Issue Expense	105,000	105,000	105,000	105,000	105,000	105,000	
Existing Water and Sewer Debt	4,126,570	4,198,789	4,062,458	3,973,364	3,848,854	3,654,660	Actual debt
New Water and Sewer CIP PROJECTS	144,500	225,814	622,700	1,077,030	1,521,643	2,126,632	
Water and sewer BAN interests/bond expense	35,000	35,000	35,000	35,000	35,000	35,000	
New Exempt Debt	-	89,388	83,250	81,500	79,750	78,000	
Existing Exempt Debt - School and Public Safety Center	4,828,400	4,035,955	3,901,150	3,760,750	3,524,589	2,986,520	Actual Debt
TOTAL	14,790,395	14,048,907	14,961,953	15,920,281	16,468,967	16,515,577	
Capital Projects Fund from Taxation							
Capital Projects Fund from Taxation	3,440,000	3,678,875	3,086,843	3,237,029	3,007,619	3,310,568	
TOTAL	3,440,000	3,678,875	3,086,843	3,237,029	3,007,619	3,310,568	
OFFSE/AVAILABLE FUNDS EXPENDITURES							
Offset Local Revenues	2,070,000	2,148,530	1,882,000	1,882,000	1,882,000	1,882,000	
Other Available Funds- Budget	265,000	230,298	265,000	265,000	265,000	265,000	Parking(\$170,816)/wetlands(\$25,000)/AY S(\$34,482)
TOTAL	2,335,000	2,378,828	2,147,000	2,147,000	2,147,000	2,147,000	
ARTICLES							
Bond Stabilization Fund - Free Cash	268,000	500,000	-	-	-	-	
Capital Projects Articles - Free Cash	3,525,000	300,000	418,000	823,000	795,000	230,000	Water DPW-12-\$100K, DPW-17-\$100K, DPW25a-\$50K Sewer DPW24-\$50K
Articles from Water/Sewer reserves	1,163,000	31,000	31,000	31,000	31,000	31,000	Transp-12/vehicle events-\$5M/retiree offset-\$14K
Articles from taxation	150,007	421,000	6,000	6,000	6,000	6,000	Cable Funds Tr-4-\$50K, Tr-6-\$300KCS-2-\$65K/Cemetery-\$6K
Other Available Funds	302,138	1,252,000	465,000	860,000	832,000	267,000	
TOTAL	5,408,145	62,904,274	65,133,756	70,061,222	73,421,209	76,851,255	
* TOTAL DEDUCTIONS *	64,157,663	118,775,274	121,447,601	123,176,069	125,928,490	128,028,554	
BAL. FOR TOWN & SCHOOL OPERATING BUDGETS	114,536,592	4,238,682	2,672,326	1,728,468	2,752,421	2,100,064	
\$ INCREASE FOR TOWN & SCHOOL OPERATING BUDGETS	3,914,700	3,700	2,25%	1.42%	2.23%	1.67%	
% INCREASE OVER PRIOR YEAR	3.54%	181,679,548	186,561,357	193,237,291	195,349,699	204,879,809	
SCHOOL OPERATING BUDGET	76,099,203	78,915,703	80,691,188	81,839,403	83,668,421	85,063,484	
\$ Inc/Dec	2,802,612	2,816,500	1,775,485	1,148,215	1,829,019	1,395,063	
% Inc/Dec	3.82%	3.70%	2.25%	1.42%	2.23%	1.67%	
TOWN OPERATING BUDGET (inc Water/Sewer Alloc)	38,437,389	39,630,572	40,756,413	41,336,666	42,260,088	42,985,070	
\$ Inc/Dec	1,112,089	1,422,183	896,840	590,253	923,403	705,001	
% Inc/Dec	2.98%	3.70%	2.25%	1.42%	2.23%	1.67%	

SECTION 7



PROPERTY TAX INFORMATION

PROPERTY TAX INFORMATION

PROPOSITION 2½ AND ANDOVER

WHAT IS PROPOSITION 2½?

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

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

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

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

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

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

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

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

THE OVERRIDE PROCESS

Increasing taxes to pay for additional services, projects, or purchases is a two-step process. A referendum is necessary to increase the Levy Limit so that the Town can collect the additional taxes. Town Meeting must vote to authorize the spending of any Town funds. A 4/5 vote of the Board of Selectmen is required to place an override or exclusion question on the ballot. When scheduling an election, time must be allowed

PROPERTY TAX INFORMATION

for legal notice requirements, printing of ballots, voter registration and absentee voting. State law establishes specific requirements regarding the wording of ballot questions.

PROPERTY TAX LEVY LIMIT HISTORY

<u>FISCAL YEAR</u>	<u>PROP 2½ TAX LEVY LIMIT</u>	<u>ACTUAL TAX LEVY</u>	<u>EXCESS TAX LEVY CAPACITY</u>	<u>ADDITIONAL TAXES DEBT EXCLUSION</u>	<u>TOTAL TAX LEVY</u>	<u>%INC TOTAL TAX LEVY</u>
FY2006	82,958,866	82,957,460	1,406	3,051,543	86,009,003	5.3%
FY2007	87,189,479	87,150,494	38,985	3,110,789	90,261,283	4.9%
FY2008	91,201,846	91,167,791	34,055	2,909,928	94,077,719	4.2%
FY2009	94,838,978	94,802,906	36,072	3,173,848	97,976,754	4.1%
FY2010	98,313,489	98,252,625	60,864	3,037,491	101,290,116	3.4%
FY2011	101,868,863	101,747,938	70,925	2,860,362	104,658,300	3.3%
FY2012	106,128,017	105,926,697	201,320	2,947,458	108,874,155	4.0%
FY2013	110,260,241	109,544,429	715,812	2,349,085	111,893,514	2.8%
FY2014	114,580,069	114,227,432	352,637	3,278,583	117,506,432	5.0%
FY2015	119,797,140	117,795,354	2,001,786	4,438,406	122,233,760	4.0%
FY2016	124,996,152	123,392,381	1,603,771	4,304,490	127,696,871	4.5%
FY2017	129,921,055	129,599,893	321,162	3,597,424	133,197,317	4.3%
*FY2018	136,016,903	135,716,903	300,000	4,040,852	139,757,755	4.9%

* Projected based on budget and warrant article recommendations for the 20178ATM.

TAX GOWTH FROM NEW CONSTRUCTION ACTIVITIES

<u>FISCAL YEAR</u>	<u>RESIDENTIAL/ OPEN SPACE</u>	<u>COMMERCIAL/ INDUSTRIAL</u>	<u>PERSONAL PROPERTY</u>	<u>NEW GROWTH FINAL</u>
2017	682,379	59,777	1,846,160	2,588,316
2016	852,206	353,649	998,228	2,204,083
2015	692,776	122,768	1,536,599	2,352,143
2014	593,070	107,515	863,155	1,563,740
2013	714,513	14,767	749,742	1,479,022
2012	470,623	71,686	1,170,123	1,712,432
2011	305,829	57,071	734,640	1,097,539
2010	271,613	109,918	722,005	1,103,536
2009	404,757	21,446	930,883	1,357,086
2008	772,937	328,929	730,764	1,832,630
2007	1,217,388	610,248	329,005	2,156,641
2006	1,575,860	259,077	200,589	2,035,526
2005	885,407	587,679	341,097	1,814,183
2004	735,038	59,129	363,718	1,157,885

PROPERTY TAX INFORMATION

CALCULATION OF FY2017 PROPERTY TAX LEVY LIMIT

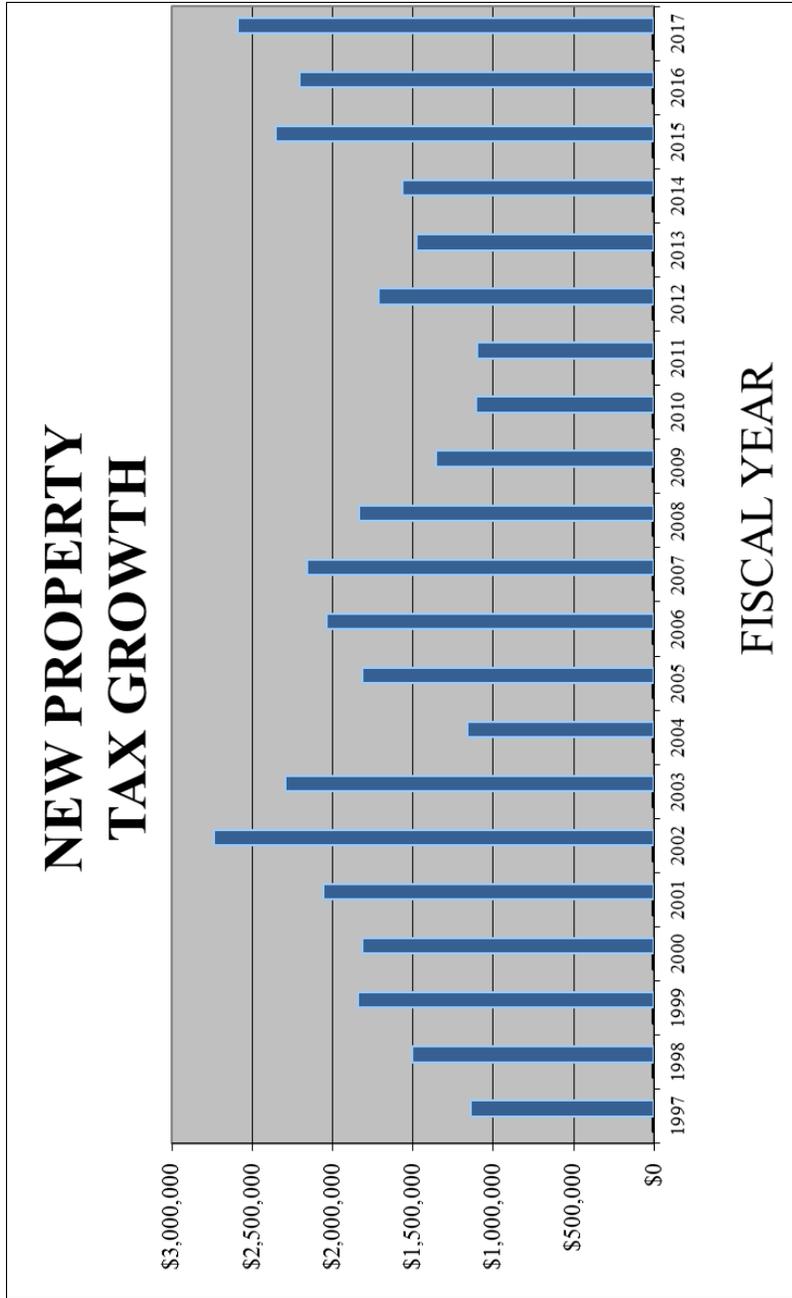
FY2016 TAX LEVY LIMIT	\$124,996,152	Beginning amount for FY2016
2.5% of FY2016 Levy Limit	3,124,904	
New Growth	<u>2,588,316</u>	Tax increase based on 5 year average of tax value of new construction
FY2017 TAX LEVY LIMIT	\$130,709,372	FY2017 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2017 EXEMPT DEBT SERVICE	<u>\$3,597,424</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2017 TOTAL TAX LEVY LIMIT	\$134,306,796	Estimated Maximum property taxes allowable for Fiscal Year 2017
Less		
FY2017 TAX LEVY	\$132,983,359	Estimated Amount of property taxes for Fiscal Year 2017
Equals		
FY2017 EXCESS TAX CAPACITY	\$1,323,436	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

CALCULATION OF FY2018 PROPERTY TAX LEVY LIMIT

FY2017 TAX LEVY LIMIT	\$130,709,372	Beginning amount for FY2017
2.5% of FY2017 Levy Limit	3,267,734	
New Growth	<u>2,039,798</u>	Tax increase based on 5 year average of tax value of new construction
FY2018 TAX LEVY LIMIT	\$136,016,905	FY2018 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2018 EXEMPT DEBT SERVICE	<u>\$4,040,852</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2018 TOTAL TAX LEVY LIMIT	\$140,057,757	Estimated Maximum property taxes allowable for Fiscal Year 2018
Less		
FY2018 TAX LEVY	\$139,757,754	Estimated Amount of property taxes for Fiscal Year 2018
Equals		
FY2018 EXCESS TAX CAPACITY	\$300,000	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

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

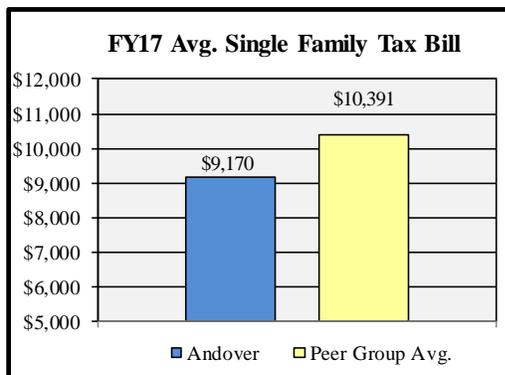
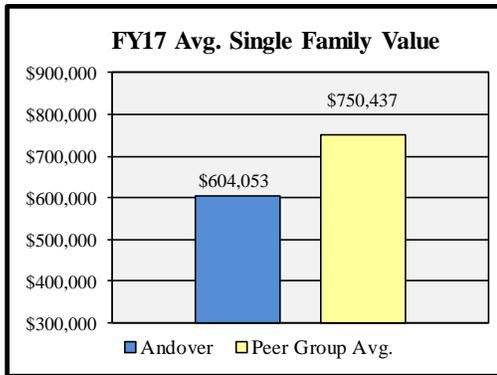
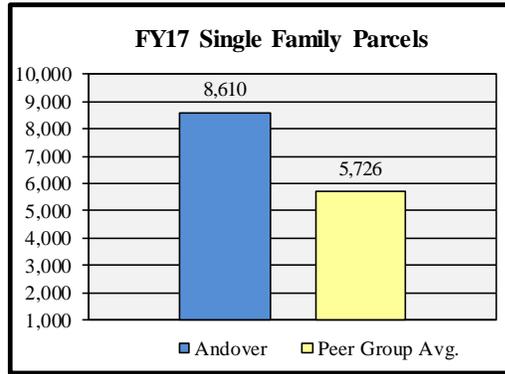
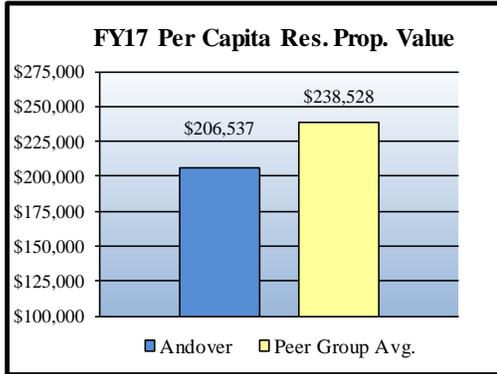
PROPERTY TAX INFORMATION



PROPERTY TAX INFORMATION

FY17 Comparative Residential Tax Information

AAA Bond Rated Suburban Municipalities



Data Source: DOR/DLS Database

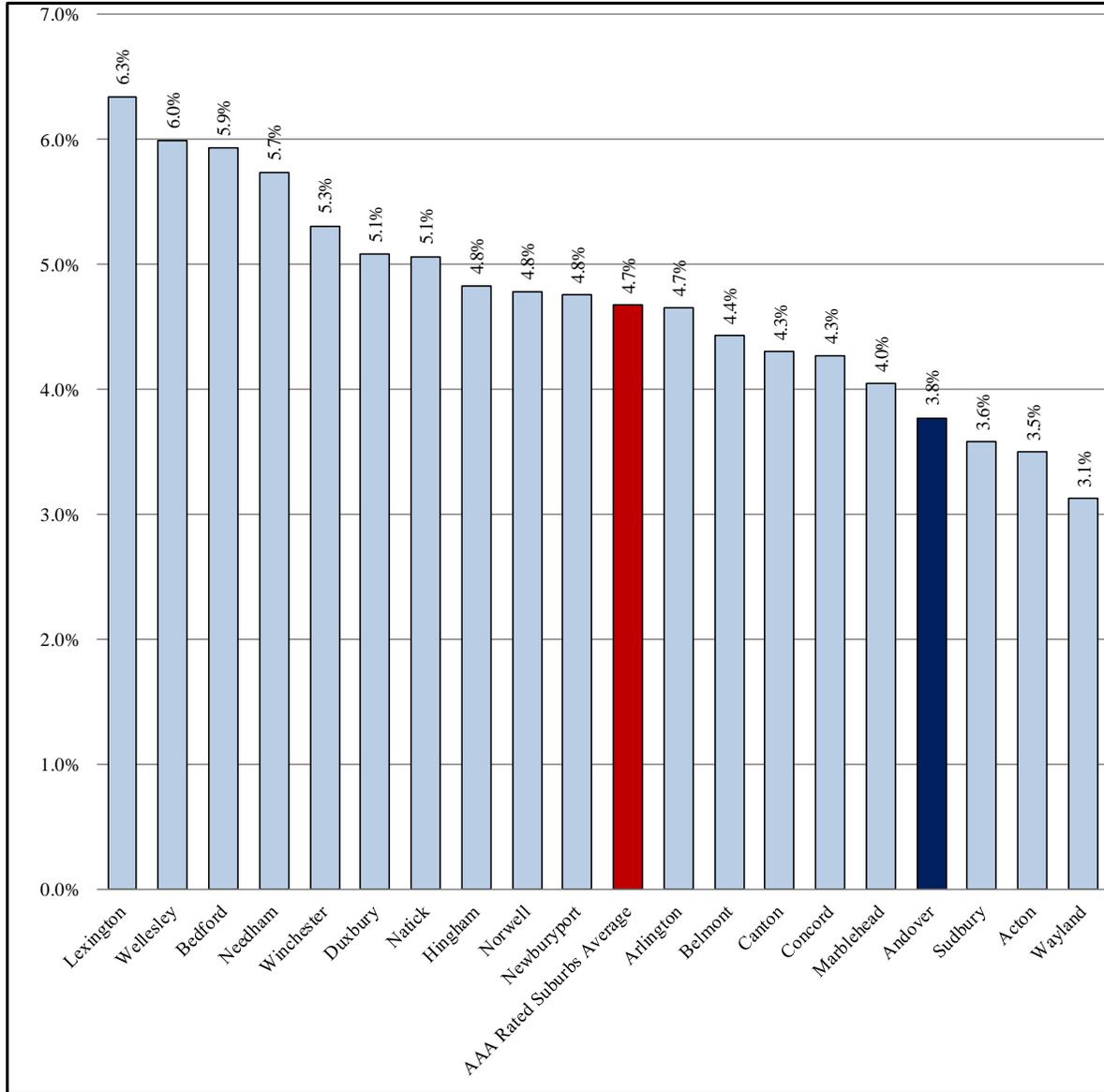
Note: The "Peer Group Average" category consists of data from the following Andover comparable "AAA" rated suburbs: Acton; Arlington; Bedford; Belmont; Canton; Concord; Duxbury; Hingham; Lexington; Marblehead; Natick; Needham; Norwell; Sudbury; Wayland; Wellesley Westwood; and Winchester.

FY2017 Valuation Breakdown - Single Family Homes

Valuation Range (\$)	Number of Parcels	Percent of Total
\$0 to \$300,000	106	1.2%
\$300,001 to \$400,000	862	10.0%
\$400,001 to \$500,000	2,183	25.4%
\$500,001 to \$600,000	2,225	25.8%
\$600,001 to \$1,000,000	2,786	32.4%
\$1,000,001 and Up	448	5.2%
<i>Total</i>	<i>8,610</i>	<i>100.0%</i>

PROPERTY TAX INFORMATION

10 Year Avg. Annual % Increase In Single Family Tax Bills AAA Bond Rated Suburbs - FY06 to FY16



	Average Average Single Family Tax Bill - FY2007	Average Single Family Tax Bill - FY2017	Average 10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	Average 10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Andover	\$6,658	\$9,170	\$2,512	\$251	37.7%	3.8%
AAA Rated Suburbs Average	\$7,412	\$10,874	\$3,462	\$346	46.7%	4.7%

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

SECTION 8



CAPITAL IMPROVEMENT PROGRAM (CIP)

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2018 CAPITAL IMPROVEMENT PROGRAM (CIP)

FEBRUARY 10, 2017

TOWN MANAGER'S REVISED RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$40.2 million for FY2018. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a total FY18 CIP of \$33,028,163 from the following funding sources:

General Fund Revenue:	\$ 3,678,875
Free Cash:	\$ 500,000
General Fund Borrowing:	\$21,460,000
Special Dedicated Funds:	\$ 1,914,288
Water & Sewer Enterprise Funds:	<u>\$ 5,375,000</u>

Town Manager's Total CIP Recommendation for FY18: \$ 32,928,163

From General Fund Revenue:

It is recommended that the following capital projects be funded with General Fund Revenue. These expenditures are designed to increase efficiency or support existing programs, and by nature will not cause any strain on future operating budgets. This is the annual "pay-as-you-go" funding from FY2018 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

CS-1	Center at Punchard-Feasibility Study	\$40,000
CS-3	Phillip Auditorium Tables and Chairs	\$32,214
CS-4	Design Services for the Park & Playstead	\$75,000
TM-3	Town Offices Customer Service Bldg Study	\$40,000
TM-5	Town Yard Site Evaluation	\$50,000
TC-2	Vault Shelving	\$30,000
FIN-1	MUNIS Software	\$35,000
CON-1	Conservation Land Management	\$12,000
IT-1	Annual PC Leasing Program	\$442,018
IT-7	Web Site Development Phase 2	\$10,000
POL-1	Police Vehicle Replacement	\$195,000
POL-2	Police Firearms/DT Scenario Trainer	\$78,500
POL-4	Police Roadside Message Board	\$20,000
FR-1	Fire Vehicle Replacement	\$53,000
FR-2	EMS Call Box for Poms Pond	\$10,500
DPW-2	Minor Sidewalk Repairs	\$100,000
DPW-6	Storm Water Management	\$100,000
DPW-7a	Public Works Vehicles - Small	\$215,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
P&F-1	Town Projects - Buildings	\$275,000
P&F-2	Town Projects - Mech. & Electrical	\$170,000
P&F-4a	Town Vehicle Replacement	\$105,000
P&F-8	Town Playground Replacements	\$75,000
SCH	School Capital Projects (SCH-1, SCH-2, IT-2, IT-3)	<u>\$1,495,643</u>
Total from General Fund Revenue		\$3,678,875

CAPITAL IMPROVEMENT PROGRAM

From Free Cash:

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

TM-2	Ballardvale Fire Station Design	\$300,000
TM-4	High Plain/Wood Hill Accessibility	<u>\$200,000</u>
Total from Free Cash		\$500,000

From General Fund Borrowing:

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

DPW-7b	Public Works Vehicles - Large	\$450,000
FR-1	Fire Apparatus Replacement – Ambulance 2	\$270,000
P&F-6	Major Town Projects	\$320,000
P&F-7	Town and School Energy Initiatives	\$420,000
TM-1	Municipal Services Facility	\$17,850,000
IT-5	Safety and Communications Upgrade Phase 2	\$300,000
IT-6	Redundant Fiber	\$300,000
DPW-25	Enmore Street Reconstruction	\$655,000
SCH-5	Major School Projects	\$770,000
SCH-11	High Plain/Woodhill Air Condition Upgrade	<u>\$775,000</u>
Total from General Fund Borrowing		\$22,110,000

From Special Dedicated Funds:

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

PRK-1	Parking Study Implement (Parking Fund)	\$123,000
DPW-1	Annual Road Maintenance (Ch 90)	\$1,376,288
CS-2	Rec Park/Pomps Pond Security Monitoring	\$65,000
IT-4	Selectmen and School Comm Room Upgrades	\$50,000
IT-6	Redundant Fiber	<u>\$300,000</u>
Total from Special Dedicated Funds		\$1,914,288

From Water and Sewer Enterprise Funds:

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

DPW-12	Water & Sewer Vehicles (WER)	\$100,000
DPW-14	Water Main Replacement Projects (WEB)	\$3,000,000
DPW-17	Hydrant Replacement Program (WER)	\$100,000
DPW-21	WTP Electrical Substation Replacement (WEB)	\$500,000
DPW-22	Bancroft High Lift Pumps (WEB)	\$750,000
DPW-24	Minor Sanitary Sewer Collection Sys Imp (SER)	\$50,000
DPW-25a	Enmore Street Reconstruction (WER)	\$50,000
DPW-25b	Enmore Street Reconstruction (SEB)*	\$525,000
DPW-27	WTP New Heating System (WEB)	<u>\$300,000</u>
Total from Water & Sewer Enterprise Funds		<u>\$5,375,000</u>

CIP Total for FY18

\$32,928,163

* Previous articles will be re-purposed

CAPITAL IMPROVEMENT PROGRAM

*

TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM FY2018 - 2022										
Req#t. #	P.#	Request Title	Dept. Req#t. FY2018	TM's Rec. FY2018	TM's Plan FY2019	TM's Plan FY2020	TM's Plan FY2021	TM's Plan FY2022	TM's Plan Comments	Town Manager's Comments
General Fund Revenue (Capital Projects Fund)										
CS-1	18	Center at Punchard - Feasibility Study/Design	\$40,000	\$40,000		\$160,000				
CS-3	20	Phillips Auditorium Tables and Chairs	\$64,870	\$32,214						
CS-4	21	Design Services for the Park, Playstead & Mun Complex	\$75,000	\$75,000						
TM-3	107	Town Offices Customer Service Bldg. Improvement Study	\$40,000	\$40,000						
TM-5		Town Yard Site Evaluation	\$65,000	\$50,000						
TC-1	103	Electronic Poll Books	\$30,000							
TC-2	104	Vault Shelving	\$30,000	\$30,000						
FIN-1	49	MUNIS Software	\$35,000	\$35,000	\$15,000	\$15,000	\$15,000	\$15,000		
CON-1	17	Conservation Land Management	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000		
IT-1	55	Annual PC Leasing Program	\$442,018	\$442,018	\$437,500	\$437,686	\$442,266	\$446,845		
IT-7	64	Web Site Development Phase 2	\$30,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000		
IT-8	65	Video Platform Phase 2	\$50,000							
POL-1	78	Police Vehicle Replacement	\$215,000	\$195,000	\$215,000	\$225,000	\$225,000	\$235,000		
POL-2	80	Police Firearms/DT Scenario Trainer	\$78,500	\$78,500						
POL-3	81	Community Support Coordinator Multi Passenger Van	\$35,000							
POL-4	82	Roadside Message Board	\$20,000	\$20,000						
FR-1	50	Fire Vehicle Replacement	\$53,000	\$53,000	\$70,000		\$53,000			
FR-2	54	Emergency Services Call Box for Pumps Pond	\$10,500	\$10,500						
DPW-2	23	Minor Sidewalk Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		
DPW-6	25	Storm Water Management	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		
DPW-7a	27	Public Works Vehicles - Small	\$215,000	\$215,000	\$169,000	\$136,000	\$205,000	\$103,000		
DPW-28	47	Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000		
P&F-1	66	Town Projects - Buildings	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000		
P&F-2	68	Town Projects - Mechanical & Electrical	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000		
P&F-4	70	Town Vehicle Replacement	\$105,000	\$105,000	\$101,000	\$139,000	\$143,000	\$96,000		
P&F-6	71	Major Town Projects (Borrowing FY18-FY21)						\$205,000		
P&F-8	76	Town Playground Replacements	\$75,000	\$75,000	\$200,000	\$400,000	\$250,000	\$200,000		
IT-2	57	Student Fleet Refresh	\$278,143		\$217,343	\$217,343	\$217,343	\$607,723	Recommendation in FY2018 = \$278,143	
IT-3	59	Elementary School Projector Refresh	\$36,647						Recommendation in FY2018 = \$200,000	
SCH-1	85	School Projects - All Schools	\$625,000		\$575,000	\$575,000	\$575,000	\$575,000	Recommendation in FY2018 = \$625,000	
SCH-2	88	School Projects - By Building	\$392,500	\$1,495,643	\$400,000	\$245,000	\$195,000	\$140,000	Recommendation in FY2018 = \$392,500	
SCH-3	91	School Textbooks	\$519,300						TM Does Not Support This Request	
SCH-9	101	Multi-School Sprinkler and Fire Alarm Study	\$70,000						TM Does Not Support This Request	
Total General Fund Revenue			\$4,607,478	\$3,678,875	\$3,086,843	\$3,257,029	\$3,007,609	\$3,310,568		
Free Cash										
TM-2	107	Ballardvale Fire Station Design	\$300,000	\$300,000						
TM-4		High Plain/WoodHill Accessibility	\$200,000	\$200,000						
Total Free Cash			\$500,000	\$500,000	\$0	\$0	\$0	\$0		

CAPITAL IMPROVEMENT PROGRAM

General Fund Borrowing										
CS-1	18	Center at Punchard - Building Construction							\$1,732,000	
TM-1	105	Municipal Services Facility	\$17,500,000	\$17,500,000						\$9M in FY18, \$8M in FY19, \$500k in FY20 - Level Debt Service
IT-5	61	Safety and Communications Upgrade Phase 2	\$300,000	\$300,000						
DPW-3	24	Road Maintenance	\$1,000,000							
DPW-7b	27	Public Works Vehicles - Large	\$450,000	\$455,000	\$455,000	\$550,000	\$485,000	\$400,000		
DPW-8	29	Minor Storm Drain Improvements		\$300,000	\$300,000		\$300,000			
DPW-9	30	Town Bridge Evaluation & Maintenance			\$500,000	\$500,000				
DPW-10	31	Reconstruction of Existing Sidewalks	\$1,109,000	\$1,760,000	\$1,760,000	\$509,000	\$1,165,000	\$659,000		
DPW-11	33	New Sidewalk Construction	\$1,032,000	\$999,000	\$1,733,000	\$722,000	\$2,441,000			
DPW-25	45	Emmore Street Reconstruction	\$655,000	\$655,000						
FR-1	50	Fire Apparatus Replacement - Ambulance 2	\$270,000	\$270,000	\$275,000	\$865,000	\$700,000	\$285,000		
P&F-6	71	Major Town Projects	\$320,000	\$345,000	\$375,000	\$240,000				
P&F-7	73	Town & School Energy Initiatives	\$420,000	\$330,000	\$1,210,000	\$1,550,000	\$350,000			
SCH-5	99	Major School Projects	\$770,000	\$933,000	\$950,000	\$400,000	\$475,000			
SCH-7	99	AHS Library/Media Center Renovation	\$3,000,000							
SCH-11	102	High Plan and Woodhill Air Condition Upgrade	\$775,000							
		Total General Fund Borrowing	\$27,601,000	\$21,460,000	\$5,397,000	\$6,692,000	\$5,562,000	\$6,342,000		
Special Dedicated Funds										
PRK-1	83	Parking Study Implementation (Parking Funds)	\$123,000	\$123,000	\$75,000	\$75,000	\$75,000	\$75,000		
DPW-1	22	Major Annual Road Maintenance (Ch 90)	\$1,376,288	\$1,376,288	\$1,376,288	\$1,376,288	\$1,376,288	\$1,376,288		
CS-2	19	Rec Park/Ponds Pond Security Monitoring Sys (Cable)	\$65,000	\$65,000						
IT-4	60	Selection and SC Room Upgrades (Cable)	\$100,000	\$100,000						
IT-6	62	Redundant Fiber	\$300,000	\$300,000						
		Total Special Dedicated Funds	\$1,964,288	\$1,914,288	\$1,451,288	\$1,451,288	\$1,451,288	\$1,451,288		
Water & Sewer Enterprise Funds										
DPW-12	35	Water & Sewer Vehicles (WER)	\$100,000	\$100,000	\$158,000	\$273,000	\$245,000	\$80,000		
DPW-13	37	Filter Backwash Discharge Tank (WEB)					\$4,500,000			
DPW-14	38	Water Main Replacement Projects (WEB)	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000		
DPW-16	39	WTP Parking Area Reconstruction (WER)	\$110,000	\$110,000	\$110,000					
DPW-17	40	Hydrant Replacement Program (WER)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		
DPW-18	41	Water Treatment GAC Replacement (WER)			\$400,000	\$400,000				
DPW-21	42	WTP Electrical Substation Replacement (WEB)	\$500,000	\$500,000	\$2,500,000	\$2,500,000				
DPW-22	43	Bancroft High Lift Pumps (WEB)	\$750,000	\$750,000	\$50,000	\$50,000	\$50,000	\$50,000		
DPW-24	44	Minor Sanitary Sewer Collections System Imp (SER)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		
DPW-25a	45	Emmore Street Reconstruction (WER)	\$50,000	\$50,000						Repurpose previous borrowing
DPW-25b	45	Emmore Street Reconstruction (SEB)	\$525,000	\$525,000						
DPW-27	46	WTP New Heating System (WEB)	\$300,000	\$300,000				\$15,000,000		
DPW-29	48	Fish Brook Pump Station Replacement								
		Total Water & Sewer Enterprise Funds	\$5,485,000	\$5,375,000	\$5,918,000	\$6,323,000	\$8,295,000	\$18,230,000		
		Total All Requests	\$40,157,766	\$32,928,163	\$15,853,131	\$17,703,317	\$18,315,897	\$29,333,856		

SECTION 9



BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET PROCESS

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

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

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

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

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

BUDGET APPROPRIATION AND AMENDMENT

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

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET SCHEDULE

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

ANNUAL BUDGET REQUIREMENTS

Town of Andover Charter

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

§ 15. Estimate of Expenditures.

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

Town of Andover General By-laws

§ 6. Estimate of expenditures.

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FINANCIAL POLICIES

A. FISCAL POLICIES/GENERAL FUND

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

Fiscal Year	Certified Free Cash Going into Town Meeting	Free Cash as % of Budget	Amount Spent by Town Meeting	Amount Remaining after Town Meeting
2007	5,432,796	4.4%	3,532,368	1,900,428
2008	2,333,996	1.9%	1,763,147	570,849
2009	2,221,828	1.8%	334,000	1,887,828
2010	1,602,874	1.3%	1,123,500	479,374
2011	1,609,894	1.2%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320
2015	5,761,265	3.3%	4,821,083	940,182
2016	4,843,241	2.9%	3,793,000	1,050,241

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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

B. FISCAL POLICIES - WATER & SEWER

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

C. CAPITAL PLANNING POLICIES

1. General

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

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

CRITERIA FOR SETTING PRIORITIES:

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

FUNDING SOURCES:

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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

D. DEBT MANAGEMENT POLICIES

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FUND DESCRIPTIONS

GOVERNMENTAL FUNDS

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

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

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

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

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

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FIDUCIARY FUNDS

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

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

BASIS OF ACCOUNTING

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

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

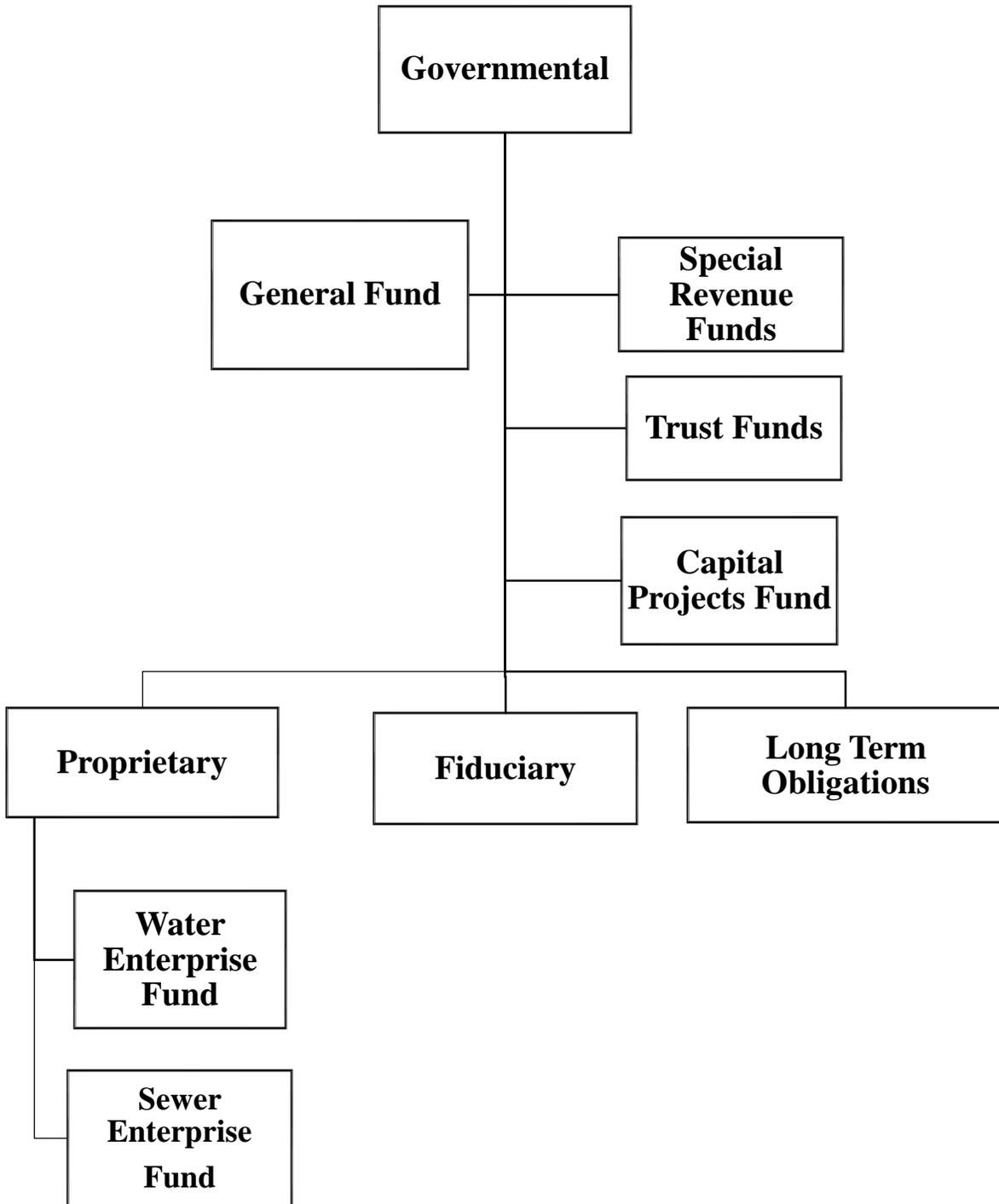
BASIS OF BUDGETING

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

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FUND RELATIONSHIPS



SECTION 10



CREDIT RATING INFORMATION

RatingsDirect®

Summary:

Andover, Massachusetts; General Obligation; Note

Primary Credit Analyst:

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Rationale

Outlook

Related Research

Summary:

Andover, Massachusetts; General Obligation; Note

Credit Profile		
US\$6.155 mil GO muni purp loan ser 2016 due 09/15/2036		
<i>Long Term Rating</i>	AAA/Stable	New
US\$2.004 mil GO BANs dtd 12/16/2016 due 06/15/2017		
<i>Short Term Rating</i>	SP-1+	New
Andover GO		
<i>Long Term Rating</i>	AAA/Stable	Affirmed

Rationale

S&P Global Ratings assigned its 'AAA' rating to Andover, Mass.' series 2016 general obligation (GO) municipal-purpose loan bonds and affirmed its 'AAA' rating on the town's existing GO debt. At the same time, we assigned our 'SP-1+' short-term rating to the town's series 2016 GO bond anticipation notes (BANs), which mature on June 15, 2017.

The town's full faith and credit pledge, subject to limitations of Proposition 2-1/2, secure the bonds. Despite limitations imposed by the commonwealth's levy limit law, we did not make a rating distinction for the limited-tax GO pledge due to the town's flexibility under the levy limit.

The 'SP-1+' BAN rating reflects our opinion that the town will maintain a very strong ability to pay principal and interest when the notes are due. In our opinion, Andover has a low market-risk profile because it maintains strong legal authority to issue long-term debt to take out the notes and it is a frequent issuer that regularly provides ongoing disclosure to market participants.

Officials plan to use series 2016 bond proceeds to fund various capital items highlighted in the town's capital improvement plan.

Andover's GO bonds are eligible for a rating above the sovereign because we believe the town can maintain better credit characteristics than the nation in a stress scenario. Under our criteria, titled "Ratings Above The Sovereign: Corporate And Government Ratings—Methodology And Assumptions" (published Nov. 19, 2013, on RatingsDirect), the town has a predominately locally derived revenue source, with 77% of general fund revenue from property taxes; and independent taxing authority and independent treasury management from the federal government.

The long-term rating reflects Andover's:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with "strong" financial policies and practices under our Financial Management Assessment (FMA) methodology;
- Strong budgetary performance, with operating results that we expect could improve in the near term relative to fiscal 2015, which closed with a slight operating surplus in the general fund but an operating deficit at the total

governmental fund level in fiscal 2015;

- Strong budgetary flexibility, with an available fund balance in fiscal 2015 of 9.0% of operating expenditures;
- Very strong liquidity, with total government available cash at 19.7% of total governmental fund expenditures and 3.2x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability position, with debt service carrying charges at 6.1% of expenditures and net direct debt that is 50.3% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 75.4% of debt scheduled to be retired in 10 years, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address costs from escalating; and
- Strong institutional framework score.

Very strong economy

We consider Andover's economy very strong. The town, with an estimated population of 34,658, is in Essex County 22 miles north of Boston. It is in the Boston-Cambridge-Newton MSA, which we consider to be broad and diverse. It has a projected per capita effective buying income of 193% of the national level and per capita market value of \$217,626. Overall, market value grew by 4.3% over the past year to \$7.5 billion in 2016. The county unemployment rate was 5.2% in 2015.

Andover is well situated at the crossroads of Interstates 93 and 495, providing residents with access to a broad range of employment opportunities across the deep and diverse MSA economy. Area commuter rail stations enable easy travel to downtown Boston.

We believe the town's favorable location is a contributing factor to its strong economic profile. Locally, it maintains a sizable and diverse high-end economic base; large employers include:

- Raytheon Co. (3,300 employees), missile systems;
- The Internal Revenue Service (2,340), which operates a regional service center;
- Phillips Corp. (2,000), medical electronics;
- Wyeth BioPharma (1,835); and
- Phillips Academy (1,186), a private school.

Unemployment has historically remained below both commonwealth and national rates and has shown resiliency in past economic downturns.

The town's property tax base is roughly 80% residential and 18% commercial/industrial. New taxable levy growth has averaged about 2% annually over the past several years, and we believe this will continue over the near term, reflecting ongoing economic development, particularly in downtown.

Very strong management

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

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

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

Strong budgetary performance

Andover's budgetary performance is strong, in our opinion. The town had slight surplus operating results in the general fund of 0.5% of expenditures, but a deficit result across all governmental funds of negative 1.7% in fiscal 2015. Our assessment accounts for the fact that we expect budgetary results could improve from 2015 results in the near term. General fund operating results of the town have been stable over the last three years, with results of 2.0% in 2014 and 0.3% in 2013.

Andover's budgetary performance has been strong. After adjusting for one-time capital outlay funded by bond and BAN proceeds in the capital and school projects funds, it has closed with positive operating results for several years in the general fund.

Management's continued focus on its budgeting practices has led to better-than-budgeted revenue performance and departmental expenditure savings. The town has invested in capital from available reserves, leading to declines in certain balances, but operations have been stable overall.

For the fiscal 2016 year, management is reporting a budgetary surplus of \$3.6 million, led by a \$2.6 million revenue surplus and \$1 million in unspent appropriations. Management cited higher excise tax receipts, along with increases in licenses and permits. Given these projections, we believe that general fund and total governmental fund results will remain similar to years past, particularly given the stable credit conditions in the region. Property taxes account for 77% of general fund revenues, and collections have historically been strong. State revenues account for only 13% of general fund revenues.

The 2017 municipal budget is balanced at \$170 million, a 3.5% increase from its 2016 budget.

Strong budgetary flexibility

Andover's budgetary flexibility is strong, in our view, with an available fund balance in fiscal 2015 of 9.0% of operating expenditures, or \$14.0 million.

The town's available reserves (unassigned and assigned general fund balances) have been stable for several years. While it recently spent down some stabilization funds for capital, we acknowledge those were planned and in line with its long-term capital improvement strategy.

Looking ahead, we anticipate reserves to remain stable and at current levels given the strong budgetary performance and stable credit environment.

Very strong liquidity

In our opinion, Andover's liquidity is very strong, with total government available cash at 19.7% of total governmental fund expenditures and 3.2x governmental debt service in 2015. In our view, the town has strong access to external liquidity if necessary.

Our opinion is that liquidity will remain very strong as there is no significant deterioration of cash balances planned or anticipated. Further, we note the town does not have any contingent liquidity risk from financial instruments with payment provisions that change on the occurrence of certain events.

Strong debt and contingent liability profile

In our view, Andover's debt and contingent liability profile is strong. Total governmental fund debt service is 6.1% of total governmental fund expenditures, and net direct debt is 50.3% of total governmental fund revenue. Overall net debt is low at 1.2% of market value, and approximately 75.4% of the direct debt is scheduled to be repaid within 10 years, which are, in our view, positive credit factors.

Including the bond and BAN issues, Andover has roughly \$107.8 million of total direct debt. Of that amount, we have excluded roughly \$23.1 million of enterprise-related GO debt based on three years of evidence that user charges have provided coverage to support the obligations.

Over the next year, the town may begin issuing debt to fund a municipal services facility, but given its aggressive amortization schedule, we do not anticipate any significant changes to its debt profile.

In our opinion, a credit weakness is Andover's large pension and OPEB obligation. The town has a plan to fund the liabilities, but we anticipate annual costs will continue to escalate. Its combined required pension and actual OPEB contributions totaled 8.1% of total governmental fund expenditures in 2015. Of that amount, 3.5% represented required contributions to pension obligations, and 4.6% represented OPEB payments. The town made its full annual required pension contribution in 2015. The funded ratio of the largest pension plan is 51.5%.

The town contributes to the Andover Contributory Retirement Board. The pension system, a defined-benefit pension plan, maintains a fiduciary net position as a percent of the total pension liability of 51.5% and a net pension liability of \$108.3 million. While pension costs are currently manageable, due to the retirement system's below-average funded ratio, we believe this will remain a growing cost over the next few years and likely pressure budgetary performance.

Additional long-term credit considerations include the town's long-term OPEB liabilities. As of June 30, 2015, the latest actuarial valuation date, the town's OPEB unfunded actuarial accrued liability was \$184 million. Andover established an OPEB trust fund and contributed 64% of the ARC in 2015. The current balance in the trust is \$5.4 million.

Strong institutional framework

The institutional framework score for Massachusetts municipalities is strong.

Outlook

The stable outlook reflects our view of Andover's continued consistent financial performance with very strong management conditions contributing to strong flexibility. The town's very strong underlying economy and liquidity, in

addition to its strong debt profile, provide rating stability.

We do not expect to lower the rating in our two-year outlook horizon due to our expectation that the town will maintain strong budget flexibility and financial performance. Although unlikely, should budgetary performance and flexibility deteriorate significantly, we could lower the rating.

Related Research

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

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

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SECTION 11



GLOSSARY OF TERMS

GLOSSARY OF TERMS

Assessment/Offsets:	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and MBTA assessments.
Balanced Budget:	The Town defines a balanced budget as a budget in which receipts are greater than or (equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Capital (Includes Debt Service):	The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds:	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOD/DLS website.
Collective Bargaining:	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.
Debt Exclusion:	This amount represents the voter-approved amount that is used to pay for the construction of two new elementary schools. The state reimburses the town 65% of debt payment. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.

GLOSSARY OF TERMS

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

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

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Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
Municipal Departments:	Board of Selectmen, Town Manager, Human Resources, Comptroller, Treasurer, Postage, Assessors, Information Technology, Legal, Town Clerk, Parking, Planning & Community Development, Public Works, Police, Fire, Support Services, Inspectional Services, Libraries, Health and Human Services, Board of Health, Veterans' Services, Council on Aging, Enterprise Funds (Water/Sewer, Recreation, Ed Burns Arena, Council on Aging Transportation, Youth Services), and other related boards (Board of Registrars, Redevelopment Board, and Zoning Board of Appeals)
MWRA Debt Shift:	The Town has accepted provisions of Massachusetts General Law, Chapter 110 whereby water and sewer debt costs are transferred to the tax levy. Per vote of the Board of Selectmen, the MWRA Debt Shift has been fixed at \$5,593,112 since FY2007.
New Growth:	New Growth is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
Non-Appropriated Expenses:	Expenses which are contained on the cherry sheet from the state and charged to the Town, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. Overlay reserve is also included in non-appropriated expenses.
Non-Departmental (Healthcare & Pensions)	The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.
Non-Exempt Debt:	Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
Overlay Provisions:	This amount is requested and set aside by the Assessor's to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.
Overlay Reserve:	Unused accumulated amount of overlay for previous years that is not required to be held in a specific overlay account for a given year. Once released by the Board of Assessors, the funds may be used for any municipal purpose.
Override Stabilization Fund Deposit:	The Override Stabilization Fund was created as a result of the 2005 Proposition 2 1/2 override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As a result of the 2011 override, the Town is projected to make appropriations to the Fund through FY2015.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

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Proposition 2 ½ Override Reserve For Abatements:	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Reserve Fund:	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.
School Department:	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by two-thirds of Town Meeting.
Surplus Revenue:	The total amount of cash, accounts receivable, and other current assets that exceed liabilities and reserves.
Tax Title:	As collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
Warrant Articles:	Money must be appropriated in the general fund budget for the purposes of funding spending articles approved by Town Meeting.