

TOWN OF ANDOVER



TOWN MANAGER'S RECOMMENDED FISCAL 2019 BUDGET & FINANCIAL PLAN

**ANDREW P. FLANAGAN
TOWN MANAGER**

FEBRUARY 6, 2018



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Andover
Massachusetts**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director



TABLE OF CONTENTS

<u>PAGE</u>	<u>PAGE</u>
1. <u>Introduction to the Budget</u>1	Fire-Rescue 93
Citizen’s Guide to the Budget2	Public Works..... 100
Budget and Warrant Schedule4	Public Works Water & Sewer..... 115
Mission & Values Statement5	Public Facilities..... 118
Organizational Chart.....7	Schools..... 125
2. <u>Town Manager’s Transmittal Letter</u>8	5. <u>Fixed and Unclassified Expenses</u> 130
3. <u>Executive Budget Summary</u>15	▪ Technical Schools 131
4. <u>Operating Budget Requests</u>25	▪ Debt Service Info 132
Moderator & Board of Selectmen.....28	▪ General Insurance 139
Finance Committee.....29	▪ Unemployment Compensation 140
Town Manager.....30	▪ Health Insurance 141
Town Clerk.....34	▪ OPEB 142
Finance & Budget.....39	▪ Retirement..... 143
Other General Govt. Budgets47	▪ Compensation Fund..... 144
Information Technology49	▪ Reserve Fund 144
Community Development & Planning53	6. <u>Revenue & Expenditure Projections</u> .. 145
Department of Community Services62	7. <u>Property Tax Information</u> 149
Library78	8. <u>FY19 Capital Improvement Program</u> . 157
Police84	9. <u>Budget Process, Requirements, and Fund</u>
	<u>Information</u> 162
	10. <u>Credit Rating Information</u> 170
	11. <u>Glossary of Terms</u>178

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 2019 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 2019 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.

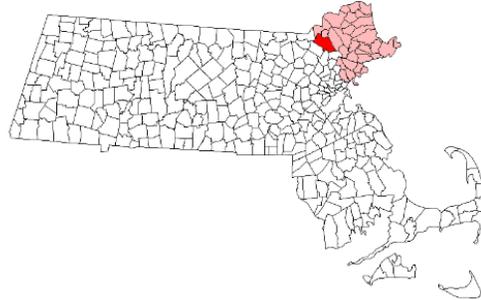
Community Profile

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	
FY18 Residential & Open Space Tax Rate: \$15.64	
FY18 Avg. Single Family Home Value: \$613,261	

**JOINT BOARD OF SELECTMEN AND FINANCE COMMITTEE MEETING SCHEDULE
FY19 BUDGET AND 2018 WARRANT ARTICLE REVIEW**

(Revised 2/6/18)

February 2018

Tues. 6th Town Manager's Recommended FY19 Budget Released (on Town website)

March 2018

Wed. 7th Tri-Board Meeting – School FY19 Operating Budget Presentation (School Committee Room – 7:00 pm)

Sat. 10th All Town Department Budgets (School Committee Room – 9:00 am to 3:00 pm)

Mon. 19th Final Votes on Water & Sewer Budgets & Rates

Mon. 19th Final Operating & Warrant Article Votes

Mon. 26th Final Votes (if needed) & Chair Letters to Finance Committee

April 2018

Tues. 3th Finance Committee Report to the Printer

Fri. 20th Finance Committee Report mailed to Residents

Mon. 30th 2018 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.

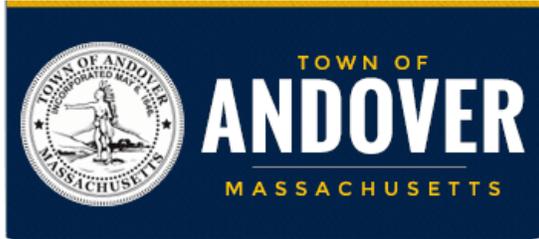
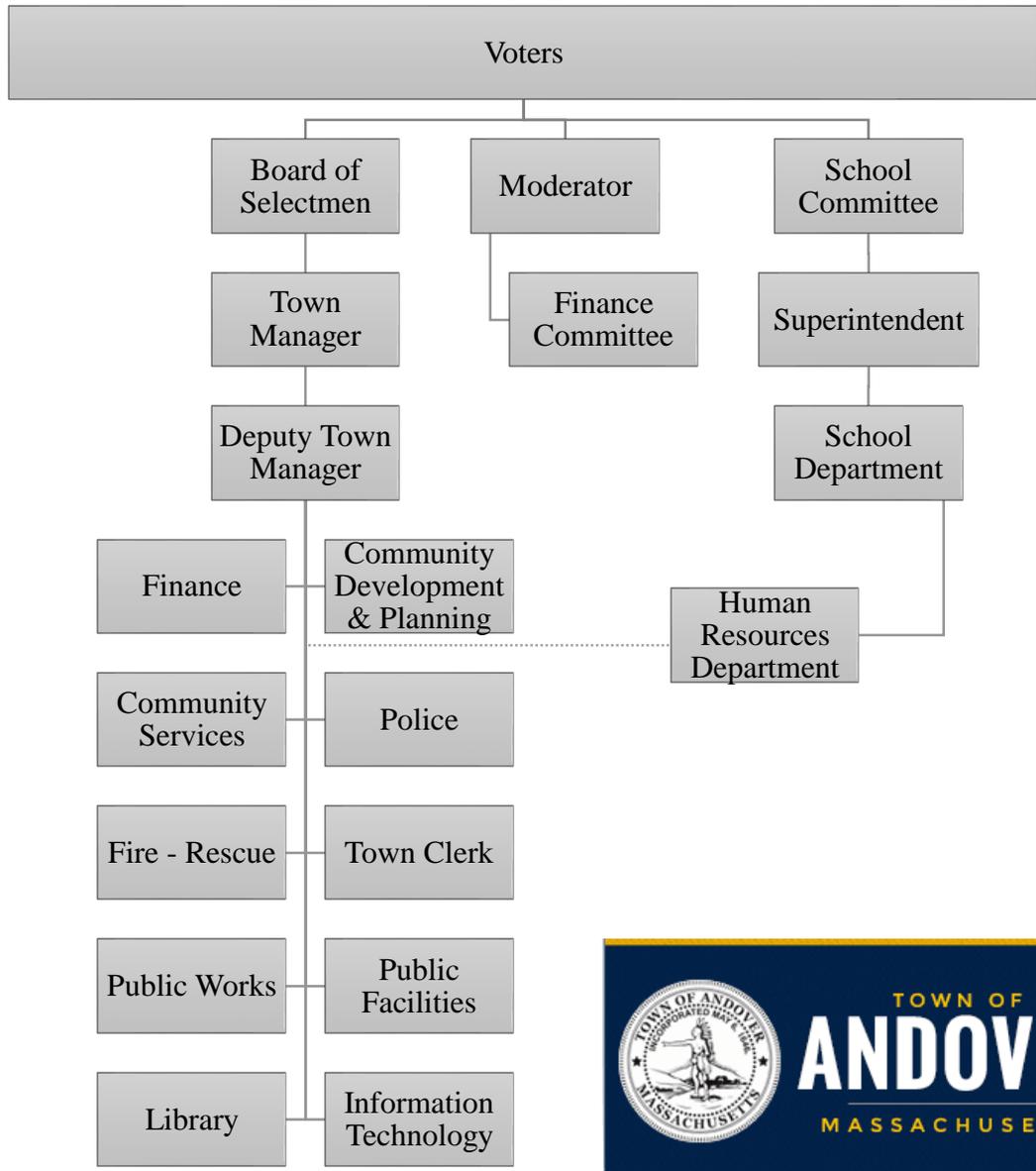
HUMAN SERVICES

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 6, 2018

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

I hereby transmit to you the recommended FY 2019 operating and capital budgets. It is an exciting time for our Town. We are well balanced in making historic investments in all functions of government while maintaining a conservative approach. We have continued to make decisions that reflect the expectations of our Town. This budget also reflects future fiscal concerns. I am proposing a budget that:

- Requests less for Town departments than projected in the Long Range Financial Plan
- Increases services to the community
- Sets aside resources into our stabilization fund – when included with the Town's reserves results in the highest balance in the history of the organization. This will be important as we face future fiscal constraints.

Despite the fact that we are presenting a lean and efficient budget, we are delivering a high quality municipal product focused on a theme of building community. Whether it is our historic investments in sidewalks, or our commitment to arts and culture, this budget will focus on bringing all of Andover together.

Facing structural deficits in FY 2020, FY 2021 and beyond will require community conversations. Growing obligations and fixed costs such as retirement and health insurance pose challenges to our ability to present a balanced budget that meets the expectations of the community. All of these conversations and all of these decisions will have to be made together, as a community. This budget is a major step in taking action in protecting our financial future.

The FY 2019 Town Manager's Recommended Budget includes a 2.41% increase (\$953,342) for the Town operating budgets (excluding Water and Sewer) for a total of \$40,585,445. Water and Sewer Enterprises are budgeted at \$5,262,421 and \$2,866,380 respectively.

The School Budget request includes a 4.00% increase (\$3,173,487) for a total of \$82,510,658. A summary of the School Department budget is included in this document. I look forward to working with the Superintendent throughout the budget process.

At the foundation of a sound budget is several months of planning. The fabric of this planning relies on goals and objectives developed by the Administration and the Board of Selectmen. Those goals are as follows:

- Develop an FY 2019 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Board of Selectmen financial policies;
- Develop a budget that is conscious of our Long Range Financial Plan;
- 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).

Planning for the Future

Part of any financial planning requires a look into the future. Creating a long term financial plan, coupled with strategic initiatives developed over the last two years has prepared us well for the future. Currently our reserves are the highest in the history of the Town, both as a dollar amount and a percentage of revenue. Our “Free Cash” and Stabilization Fund currently equals 8.9% of our revenues. These reserves will allow us to continue to fund important initiatives and capital projects during times of national and local fiscal uncertainty – a luxury that only communities with sound financial management practices have.

Our financial future will require more work and will rely on guidance and leadership from my Administration, the Board of Selectmen, the Finance Committee, the Superintendent of Schools and the School Committee.

Planning for FY 2019

As part of the budget process each department budget request was carefully examined and department 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 2019 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.

- **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:
 - An increase of 2.5% over the FY 2018 OPEB appropriation.
 - 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 7.3%.
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a 5.28% of the adjusted revenue budget.

Based on the assumptions as outlined above, Town departmental personnel and expense budgets are increasing by \$953,342 (2.41%). Some of the more significant budget changes include the following:

Compensation & Employee Health Insurance

All collective bargaining agreements are settled through the end of FY 2019. Through the collective bargaining process, the employee unions agreed to set health insurance contribution rates for all new employees to 30%. This is an increase of between 8% and 22% and the savings from this shift will help contain current and future health care costs. The Board of Selectmen has not taken any formal action to change plan design in FY 2019. 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 fourth time that the Board has voted to invoke Section 22. The Town will continue to consider its options with respect to the FY 2019 health insurance program. The recommended budget reflects a projected 8% increase in employee health insurance costs for FY 2019. 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

Following the OPEB Advisory Committee's Report on March 31, 2016 and public hearings, the Board of Selectmen charged the Town Manager with developing a plan for addressing the unfunded liability that was both equitable and comprehensive.

The implementation of the OPEB Reform is well underway. Without such reform of the benefits our retirees receive after leaving employment, our unfunded liability would have been \$651 million in 2046. However, our reform will result in our OPEB liability being fully funded by 2047.

The FY 2019 recommended budget includes a total appropriation of \$1,418,888 which includes \$395,000 from the Water & Sewer Enterprise Funds and \$647,185 from the General Fund, which is an increase of 2.5% over the FY 2018 appropriation and \$632,938 from health insurance 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 2019 recommended operating and capital water and sewer budgets are reflective of the new rate structure.

At the Special Town Meeting on January 29, 2018, voters were asked to consider the approval of a Home Rule Petition that would create a 99-year partnership with the Town of North Reading for potable water service. This partnership is estimated to save water ratepayers at least \$500 million over the term of the agreement. Town Meeting amended the petition to provide for either party to terminate the agreement after 20 years. At the writing of this letter, it is not clear whether the Town of North Reading will find this amendment suitable. As voters were informed, without North Reading as a customer, average water bills could increase 28%. These increases are not likely to occur until FY 2021 or after. My Administration, in conjunction with the Board of Selectmen, will work diligently and sincerely with our neighbors in North Reading on behalf of Andover’s water ratepayers.

Capital Improvement Program

The Capital Improvement Program is a vital part of moving our Town forward. The theme of this year’s program is building community. It is our goal to enhance the community through strategic investments in several functions of government. In the last two fiscal years, we have made historic investments in playgrounds. Earlier this year we celebrated the opening of the Andover Center Playground, an exciting project that relied on a strong community effort. We will continue to make investments in our downtown. Enhancing our public spaces and amenities will continue to support our efforts to maintain a vibrant downtown to create an experience for residents and visitors. Bringing people together has and will continue to be a cornerstone of Andover. The recommendations included in this year’s CIP create new opportunities to bring people together.

The Town Manager’s Recommended Capital Improvement Program for FY 2019 totals \$21,436,806. The revenue sources shown to the right provide the funding for the projects. As in every past CIP, the requests far exceeded the resources available to address them; however, through a collaborative process the CIP is within the established target FY 2019 and future years.

<i>FY 2019 Capital Improvement Program</i>	
General Fund Revenue	3,265,077
General Fund Borrowing	4,527,000
Use of Free Cash	3,200,000
General Fund Exempt Borrowing	0
Special Dedicated Funds	1,639,729
Water and Sewer Enterprise Funds	8,805,000
Total Recommendation	\$21,436,806

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 2019 recommended CIP is balanced and supports investments in all functions of Town government within the context of our target. The FY 2019 recommended CIP is 5.28% of the adjusted revenue budget and the following four years of the CIP fluctuate for a five-year average of 5.72%. The difference between 5.28% 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:

Capital Project Fund (General Fund Revenue)

The recommendation for the Capital Project Fund is \$3,265,077 from General Fund Revenues. The recommendation for funding Town requests is \$2,225,077 and \$1,040,000 for School Department requests. The FY 2019 recommended CIP does not include funding for textbooks as this will be discussed during the development of the operating budget. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years. Funding is being recommended

specifically for Town and School facility repairs and improvements. Additionally, funds are being recommended for departmental projects that will improve the daily operations of our Town. This includes a record scanning project for Community Development and Planning, inspection software for the Health Division, and improvements of our Fire Rescue communication system. Additionally, we continue to make investments in playground replacements and accessibility to our conservation areas and public spaces.

Free Cash

Free Cash will provide significant opportunities in FY 2019 with \$3,200,000 available for capital projects. \$1,200,000 is being recommended for a feasibility study of West Elementary School. This feasibility study is a requirement of being selected for partial funding by the Massachusetts School Building Authority (MSBA). The MSBA accepted West Elementary into their program in December, committing to funding approximately 40% of the project. Investing in public spaces and amenities has been a hallmark of the Administration and will continue to be in FY 2019. \$1,000,000 is being requested for Downtown Improvements focused on public amenities. Improving the experience of our customers will be a major priority in the coming years. In the FY 2019 CIP, I am recommending \$1,000,000 for renovations to Town Offices to improve customer service; the last significant renovation to Town Offices was in 1983.

General Fund Borrowing

General Fund Borrowing includes several projects totaling \$4,527,000 for FY 2019. The sum of \$1,100,000 is being requested for the replacement of the Andover Fire Rescue's Ladder Truck. An authorization of \$555,000 is being requested to fund the replacement of large Public Works vehicles. Town and School major projects are recommended at \$775,000 and \$722,000 respectively. Additionally, \$565,000 is being recommended to continue the Town and School's energy initiatives, \$350,000 for information technology upgrades, \$300,000 in storm drain improvements and \$160,000 is requested for building and design services for the Center at Punchard.

General Fund Exempt Borrowing

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

Special Dedicated Funds

There are three projects being recommended from Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended at \$1.36M. \$75,000 is being recommended from the parking fund to improve parking technology and \$200,000 is being recommended from cable funds for purchasing student devices.

Water and Sewer Enterprise Funds

The Water and Sewer Enterprise Fund has nine recommended projects for FY 2019 totaling \$8,805,000. This year it is recommended that \$3M be appropriated for the continuation of the major water main replacement program. The sum of \$5M is recommended for the replacement of the electrical substation at the water treatment plant. \$360,000 is being recommended for the replacement of the Dale Street Pumping Station. Additionally, \$195,000 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 2019 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 continuing the funding for major water main replacement by 100% to a total of \$3M.

Recommendations for the Water and Sewer Enterprise Funds were modeled with North Reading remaining a customer. While there is uncertainty as to our future partnerships, we believe they will remain a customer at their current capacity under the existing intermunicipal agreement through at least FY 2019. Because of this, we are still able to sustain an aggressive capital improvement plan without significant rate increases.

Conclusion

Throughout the budget process – and throughout FY 2019, we will remain committed to our theme of building community. The FY 2019 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 2019 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, Finance Director Donna M. Walsh and Management Analyst Patrick J. Lawlor who worked nights and weekends to prepare and ensure the quality of this document.

Lastly, I encourage residents to read the Citizen's Guide to the Budget and to use the Glossary of Terms as a resource that I hope will be helpful to residents and others 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 2019 Town Manager's Recommended Budget totals \$191,728,009. This sum represents a \$7,922,319 or 4.3% increase over the FY 2018 final Approved Budget of \$183,805,690. The sum of \$182,417,985 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 \$9,310,024 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles.

TOWN DEPARTMENTS

The FY 2019 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$40,585,445. This represents a \$953,342 or 2.41% increase over the FY 2018 appropriation of \$39,632,103. This budget recommendation includes Personal Services and Operating Expenses for all Town departments. The FY 2019 Recommended Budgets for the Water and Sewer Enterprises are \$5,262,421 and \$2,866,380 respectively.

SCHOOL DEPARTMENT

The Town Manager's FY 2019 Recommended Budget for the School Department is \$82,510,658. This sum represents a \$3,173,487 or 4.00% increase over the FY 2018 appropriation of \$79,337,171. 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 2018 Annual Town Meeting in April. A summary of the School Department budget is included in the School Budget section herein.

FIXED COSTS AND OBLIGATIONS

Regional High Schools. For FY 2019, the sum of \$628,300 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 \$14,568,902 is recommended for Debt Service in FY 2019. The debt service for several School Building projects and the Public Safety Center was financed through Proposition 2½ debt exclusions. Most of the increase in FY 2019 is related to borrowing for the construction of the New Municipal Facilities Building. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges.

EXECUTIVE BUDGET SUMMARY

Employee Health Insurance. The sum of \$20,662,075 is recommended for FY 2019. This figure provides for an 8% potential rate increase, as well as for an additional number of new subscribers and retirees in FY 2019. 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 \$10,371,338 is recommended for FY 2019. This appropriation represents a \$942,850 or 10% increase over FY 2018. 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 has begun its next bi-annual actuarial valuation as of January 1, 2018. This will provide updated cost projections going forward. The results of the updated report will determine the appropriation levels for FY 2020 & FY 2021.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Projects Fund appropriation for FY 2019 totals \$3,265,077 and is based on allocating 5.28% of adjusted revenues to this purpose. A summary of the proposed FY 2019 CIP is included in the Section 8 of this document.

WARRANT ARTICLES & OFFSET EXPENDITURES

Other Town financial warrant articles included in the overall budget are estimated at this time to total \$4,089,000 for FY 2019. Offset Expenditures are proposed at \$3,109,814 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 2019 Budget is \$191,728,009. Property taxes account for 73.94% of the Town's total revenue sources available to fund the FY 2019 budget. Local revenues sources account for 6.39% of the budgeted revenues, while State Aid contributes 6.53%, and Water and Sewer receipts 7.59%. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

Property Taxes. FY 2019 Property Taxes are recommended at \$141,757,773. This is a 4.76% increase over FY 2018, and includes \$300,000 in unused levy capacity. There is also an additional \$3,902,896 of property taxes attributed to the Proposition 2½ debt exemptions for previously approved building projects. New Growth has been estimated at \$2,229,752 for FY 2019, representing a five-year average.

State Aid. The sum of \$12,514,804 is included in revenues to reflect Andover's estimated State Aid for FY 2019. This reflects a modest increase of \$307,427 or 2.52% over the Town's FY 2018 State Aid of \$12,207,377.

EXECUTIVE BUDGET SUMMARY

Local Revenues. Local revenues are projected at \$14,555,552 for FY 2019. This figure includes \$2,205,510 of departmental receipts used to offset their budgets. The Local Revenue figure reflects up-ticks in several categories 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 \$14,553,160 for FY-2019.

Free Cash. The Town's Free Cash that will be available for the 2018 Annual Town Meeting is \$8,912,647. The Recommended FY 2019 Budget proposes to appropriate \$3,200,000 from Free Cash for capital projects. There is no use of Free Cash being proposed to support operating budgets.

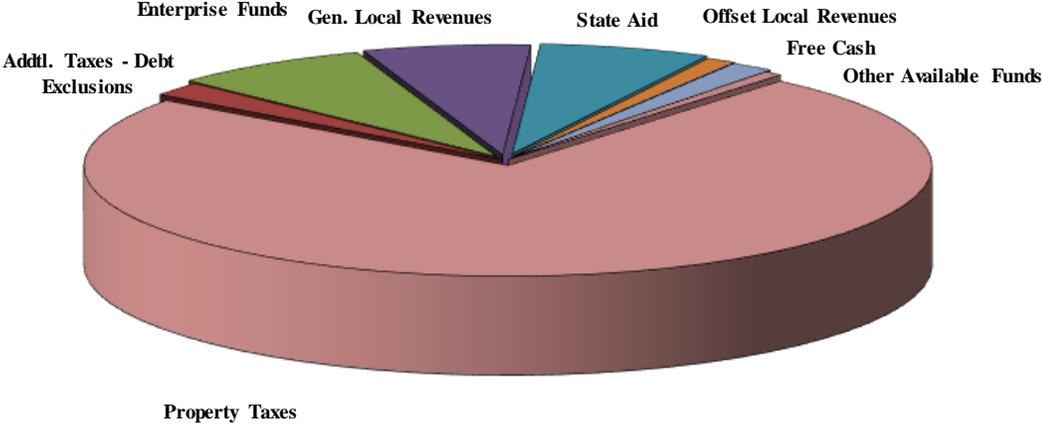
TOTAL FY19 RECOMMENDED BUDGET SUMMARY

<u>REVENUES</u>	FY 2018	FY 2019		
	<u>Approved</u>	<u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
Property Taxes	\$135,311,707	\$141,757,773	\$6,446,067	4.76%
Addtl. Taxes - Debt Exclusion	\$4,040,851	\$3,902,896	(\$137,955)	-3.41%
State Aid	\$12,207,377	\$12,514,804	\$307,427	2.52%
General Local Revenues	\$11,492,300	\$12,250,042	\$757,742	6.59%
Water & Sewer Enterprises	\$14,258,789	\$14,553,160	\$294,371	2.06%
Offset Dept Revenues	\$2,148,530	\$2,205,510	\$56,980	2.65%
Other Avail. Funds - Budget	\$558,136	\$439,520	(\$118,616)	-21.25%
Other Avail. Funds - Articles	\$1,259,138	\$904,304	(\$1,058,697)	-53.93%
Free Cash	<u>\$1,825,000</u>	<u>\$3,200,000</u>	<u>\$1,375,000</u>	<u>75.34%</u>
	\$183,805,690	\$191,728,009	\$7,922,319	4.31%

<u>EXPENSES</u>	FY2018	FY2019		
	<u>Approved</u>	<u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
School Department	\$79,337,171	\$82,510,658	\$3,173,487	4.00%
Town Departments	\$39,632,103	\$40,585,445	\$953,342	2.41%
Health Insurance	\$19,257,000	\$20,662,075	\$1,405,075	7.30%
Debt Service	\$14,048,906	\$14,468,902	\$419,996	2.99%
Retirement	\$9,428,488	\$10,371,337	\$942,849	10.00%
Water & Sewer	\$8,167,538	\$8,428,801	\$261,263	3.20%
Other Obligations	\$4,382,079	\$5,141,204	\$759,125	17.32%
Capital Projects Fund	\$3,678,875	\$3,265,077	(\$413,798)	-11.25%
Offset Expenditures	\$2,148,530	\$2,205,510	\$56,980	2.65%
Warrant Articles	<u>\$3,725,000</u>	<u>\$4,089,000</u>	<u>\$364,000</u>	<u>9.77%</u>
	\$183,805,690	\$191,728,009	\$7,922,319	4.31%

EXECUTIVE BUDGET SUMMARY

SOURCES OF FUNDS - FY 2019

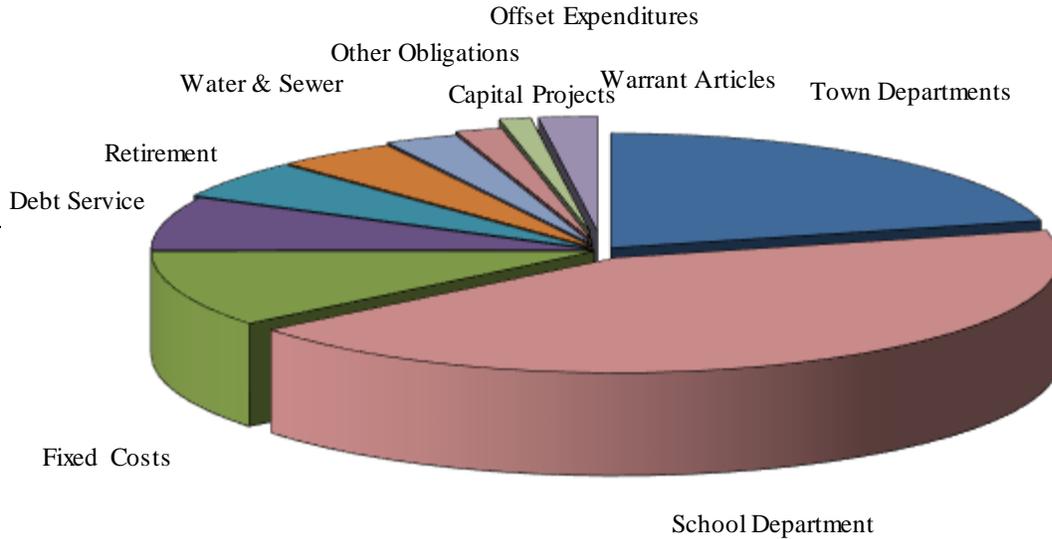


FY19 REVENUES - 2/5/18

Property Taxes	\$141,757,773	73.94%
Addtl. Taxes - Debt Exclusions	\$3,902,896	2.04%
Enterprise Funds	\$14,553,160	7.59%
Gen. Local Revenues	\$12,250,042	6.39%
State Aid	\$12,514,804	6.53%
Offset Local Revenues	\$2,205,510	1.15%
Free Cash	\$3,200,000	1.67%
Other Available Funds	<u>\$1,343,824</u>	<u>0.70%</u>
	\$191,728,009	100.00%

EXECUTIVE BUDGET SUMMARY

USES OF FUNDS - FY 2019



FY19 EXPENSES - 2/5/18

Town Departments	\$40,585,445	21.17%
School Department	\$82,510,658	43.04%
Health Insurance	\$20,662,075	10.78%
Debt Service	\$14,468,902	7.55%
Retirement	\$10,371,337	5.41%
Water & Sewer	\$8,428,801	4.40%
Other Obligations	\$5,141,204	2.68%
Capital Projects	\$3,265,077	1.70%
Offset Expenditures	\$2,205,510	1.15%
Warrant Articles	<u>\$4,088,999</u>	<u>2.13%</u>
	\$191,728,008	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 – FY2019 Budget	\$0
Free Cash for the FY2019 Budget	\$0
Appropriations to fund three capital requests (TM-2, TM-3, SCH-11)	\$3,200,000

From Taxation

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

From General Fund Borrowing

Center at Punchard-Design Services	\$160,000
IT Platforms and Infrastructure	\$350,000
Town Building & Facility Maintenance	\$775,000
Town and School Energy Initiatives	\$565,000
Public Works Vehicles-Large	\$555,000
Minor Storm Drain Improvements	\$300,000
Fire Apparatus Replacement	\$1,100,000
School Building Maintenance & Renovation	\$722,000

From Special Dedicated Funds

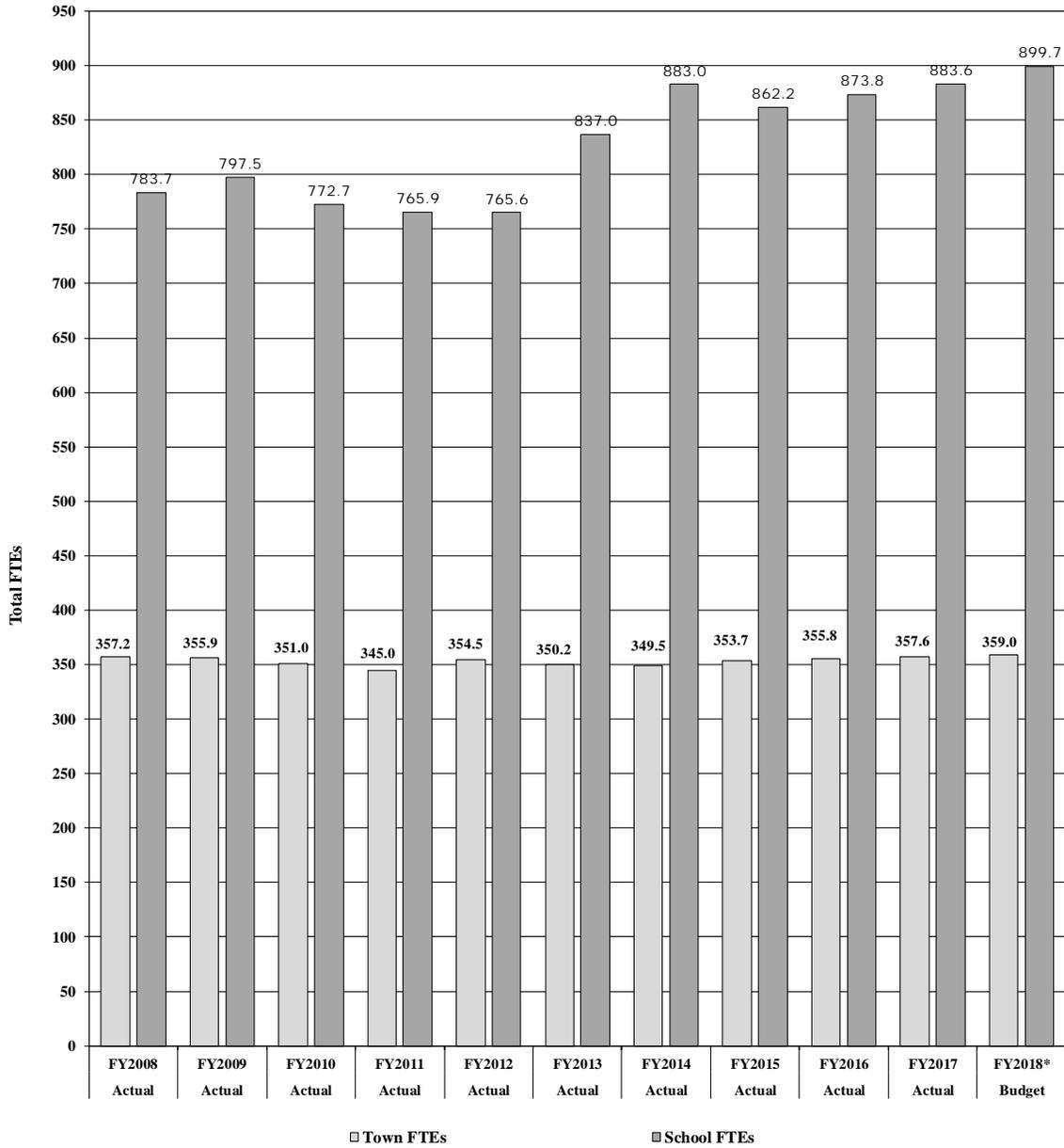
Parking Study Implementation (Parking Fund)	\$123,000
Student Device Refresh (Cable)	\$200,000
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000
Overlay Surplus	\$32,000

From Water & Sewer Enterprise Funds

Water & Sewer Vehicles (Water Reserves)	\$195,000
Water Main Replacement Projects (Water Borrowing)	\$3,000,000
Hydrant Replacement Program (Water Reserves)	\$100,000
Water Treatment Plant Electrical Substation (Water Borrowing)	\$5,000,000
Minor Sanitary Sewer Collections System Improvements (Sewer Reserves)	\$50,000
Dale Street Pumping Station Replacement (Sewer Borrow)	\$360,000
Inflow/Infiltration Removal Program (Sewer Reserves)	\$100,000

EXECUTIVE BUDGET SUMMARY

Town & School Employees (FTEs) FY2008 - FY2018

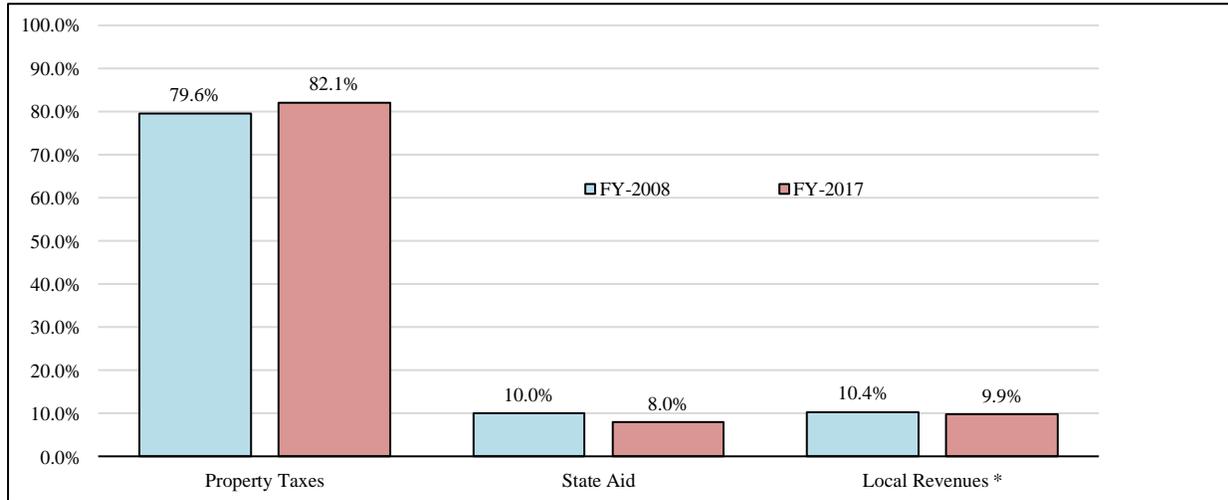


	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Actual FY2016	Actual FY2017	Budget FY2018*	Budget FY2019	Actual 10-Yr FTE Change
Town FTEs	357.2	355.9	351.0	345.0	354.5	350.2	349.5	353.7	355.8	357.6	359.0	359.5	1.8
School FTEs	783.7	797.5	772.7	765.9	765.6	837.0	883.0	862.2	873.8	883.6	899.7	906.4	122.7
Total FTEs	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	1,258.6	1,265.9	124.4

* - As of 2/6/18

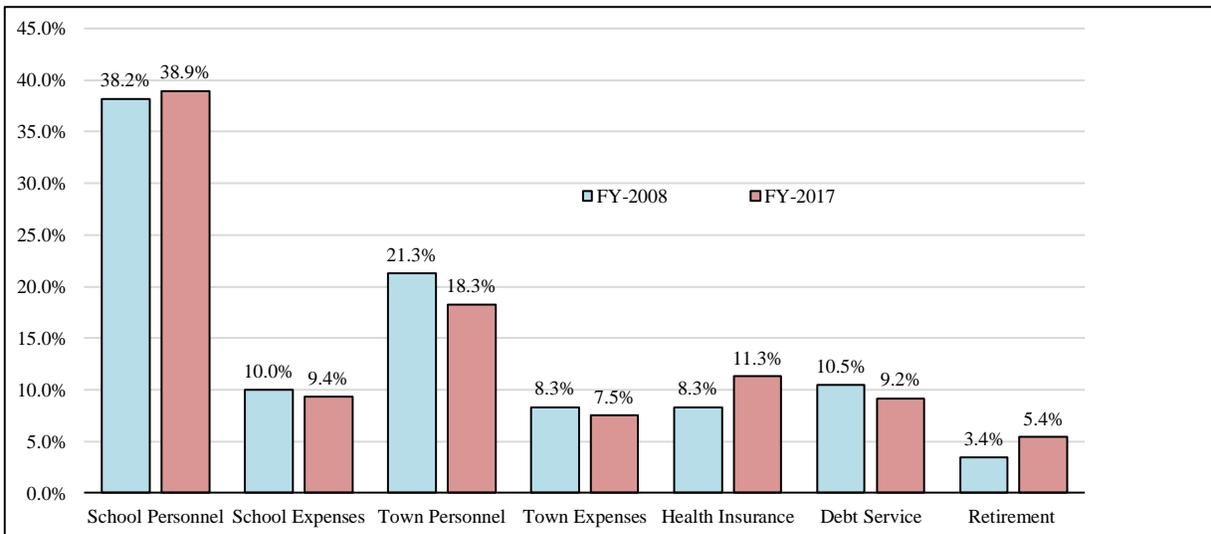
EXECUTIVE BUDGET SUMMARY

10 Year Proportional Change to Major Gen. Fund Revenues FY-2008 - FY-2017



Major Gen. Fund Revenues	FY-2008	Pct. %	FY-2017	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$93,353,670	79.6%	\$132,387,515	82.1%	\$39,033,845	41.8%	\$3,903,385	4.2%
State Aid	\$11,773,313	10.0%	\$12,965,256	8.0%	\$1,191,943	10.1%	\$119,194	1.0%
Local Revenues *	<u>\$12,196,100</u>	10.4%	<u>\$15,958,066</u>	9.9%	<u>\$3,761,966</u>	30.8%	<u>\$376,197</u>	3.1%
* Including Dept. Offset Receipts	\$117,323,083	100.0%	\$161,310,837	100.0%	\$43,987,754		\$4,398,775	

10 Year Proportional Change to Major Gen. Fund Expenditures FY-2008 - FY-2017



Major G.F. Expenditures	FY-2008	Pct. %	FY-2017	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$45,610,457	38.2%	\$61,697,244	38.9%	\$16,086,787	35.3%	\$1,608,679	3.5%
School Expenses	\$11,939,112	10.0%	\$14,865,701	9.4%	\$2,926,589	24.5%	\$292,659	2.5%
Town Personnel	\$25,429,545	21.3%	\$28,987,466	18.3%	\$3,557,921	14.0%	\$355,792	1.4%
Town Expenses	\$9,970,512	8.3%	\$11,911,519	7.5%	\$1,941,007	19.5%	\$194,101	1.9%
Health Insurance	\$9,956,000	8.3%	\$17,904,669	11.3%	\$7,948,669	79.8%	\$794,867	8.0%
Debt Service	\$12,509,042	10.5%	\$14,563,999	9.2%	\$2,054,957	16.4%	\$205,496	1.6%
Retirement	<u>\$4,111,283</u>	<u>3.4%</u>	<u>\$8,598,420</u>	<u>5.4%</u>	<u>\$4,487,137</u>	109.1%	<u>\$448,714</u>	10.9%
	\$119,525,951	100.0%	\$158,529,018	100.0%	\$39,003,067		\$3,900,307	

EXECUTIVE BUDGET SUMMARY

STATE AID AND ASSESSMENTS

	FINAL <u>FY2014</u>	FINAL <u>FY2015</u>	FINAL <u>FY2016</u>	FINAL <u>FY2017</u>	FINAL <u>FY2018</u>	ESTIMATE <u>FY2019</u>
<u>STATE AID</u>						
Chapter 70 Education Aid	8,465,632	9,042,864	9,191,614	9,768,234	10,066,835	10,312,669
School Construction Reimb SBAB	1,551,356	1,551,356	1,551,356	1,142,103	-	-
Charter Tuition Assessment Reimbursement	12,667	21,637	4,465	8,037	5,358	13,945
Reserved for School Lunch and Libraries	69,728	77,836	46,140	44,964	45,830	45,719
State Owned Property	200,144	210,663	210,663	208,157	207,959	205,490
Exemptions/Vet,Blind,Surviving Spouse	44,385	42,050	41,306	41,767	39,318	39,662
Veterans Benefits	86,459	81,374	77,771	78,521	57,015	49,780
General Government Aid	<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>	<u>1,847,539</u>
TOTAL	11,977,454	12,617,767	12,770,542	13,009,841	12,207,377	12,514,804
<u>ASSESSMENTS</u>						
Retired Teachers Health Insurance *	2,235,835	214,134	-	-	-	-
Mosquito Control Projects	115,646	116,017	116,150	128,144	120,316	128,742
Air Pollution Districts	13,059	13,129	13,272	13,604	13,890	14,247
RMV Non-Renewal Surcharge	34,760	36,740	36,740	36,740	31,020	31,020
MBTA	78,730	51,749	58,657	35,280	3,731	-
Merrimack Valley Regional Transit Authority	138,792	170,867	167,309	192,075	227,075	272,392
Special Education	14,384	14,395	15,602	16,226	26,400	37,373
School Choice Sending Tuition	5,000	6,700	26,467	38,500	51,127	65,900
Charter School Sending Tuition	47,613	77,765	214,973	152,848	105,183	166,293
Essex Tech Inst. Sending Tuition **	<u>125,532</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	2,809,351	701,496	649,170	613,417	578,742	715,967
NET STATE AID	9,168,103	11,916,271	12,121,372	12,396,424	11,628,635	11,798,837

SECTION 4



OPERATING BUDGET REQUESTS FY2019

ARTICLE 4
FY2019
OPERATING BUDGET

				2/6/18
LINE DEPARTMENT ITEM	EXPENDED FY2016	EXPENDED FY2017	BUDGET FY2018	TM REC FY2019
<i>Includes \$138,883 Parking Receipts; \$90,000 Detail Fees; and \$1,300,000 Ambulance Collections</i>				
<u>GENERAL GOVERNMENT / IT / CD&P</u>				
1 PERSONAL SERVICES	14,138,208	14,202,778	14,725,773	15,405,213
2 OTHER EXPENSES	1,572,579	1,567,650	1,564,390	1,616,557
TOTAL	15,710,787	15,770,428	16,290,163	17,021,770
<i>Includes \$25,000 Wetland Filing Fees</i>				
<u>DEPARTMENT OF PUBLIC WORKS</u>				
5 PERSONAL SERVICES	3,073,667	3,091,515	3,194,269	3,447,728
6 OTHER EXPENSES	4,407,278	4,709,406	4,961,499	4,965,663
TOTAL	7,480,945	7,800,921	8,155,768	8,413,391
<u>FACILITIES</u>				
7 PERSONAL SERVICES	2,234,966	2,274,414	2,390,426	2,317,184
8 OTHER EXPENSES	1,352,231	1,301,525	1,331,035	1,459,534
TOTAL	3,587,197	3,575,939	3,721,461	3,776,718
<i>Includes \$80,000 Rental Receipts, \$60,000 Cemetery Revenue and \$8,000 AYF Gift</i>				
<u>LIBRARY</u>				
9 PERSONAL SERVICES	2,079,190	2,063,922	2,077,447	2,163,080
10 OTHER EXPENSES	649,629	671,575	655,825	666,012
TOTAL	2,728,819	2,735,497	2,733,272	2,829,092
<u>COMMUNITY SERVICES</u>				
11 PERSONAL SERVICES	1,567,300	1,592,526	1,665,731	1,712,735
12 OTHER EXPENSES	648,624	574,268	679,285	671,115
TOTAL	2,215,924	2,166,794	2,345,016	2,383,850
<i>Includes \$583,510, \$4,482 and \$47,000 in User Fees, \$59,000 Grants and \$22,000 AYF Gift</i>				
<u>UNCLASSIFIED</u>				
13 COMPENSATION FUND	-	-	556,815	-
14 RESERVE FUND	inc above	inc above	200,000	200,000
TOTAL			756,815	200,000
<u>TOWN DEPTS. TOTAL</u>				
PERSONAL SERVICES	28,880,973	28,775,992	30,531,070	31,214,733
OTHER EXPENSES	10,381,836	10,758,479	11,479,863	11,788,587
<i>Less Budgeted Revenues</i>	<i>(2,562,311)</i>	<i>(2,523,948)</i>	<i>(2,378,828)</i>	<i>(2,417,875)</i>
NET TOTAL	36,700,498	37,010,523	39,632,105	40,585,445

**ARTICLE 4
FY2019
OPERATING BUDGET**

2/6/18

LINE ITEM	DEPARTMENT	EXPENDED FY2016	EXPENDED FY2017	BUDGET FY2018	TM REC FY2019
	<u>ANDOVER SCHOOL DEPT (A)</u>				
	PERSONAL SERVICES	59,508,117	62,088,111	64,447,734	66,753,383
	OTHER EXPENSES	<u>13,788,474</u>	<u>14,011,092</u>	<u>14,889,437</u>	<u>15,757,275</u>
15	TOTAL	73,296,591	76,099,203	79,337,171	82,510,658

LINE ITEM	DEPARTMENT	EXPENDED FY2016	EXPENDED FY2017	BUDGET FY2018	TM REC FY2019
	<u>SEWER</u>				
16	PERSONAL SERVICES	307,369	297,869	313,280	329,123
17	OTHER EXPENSES	<u>2,023,087</u>	<u>2,394,092</u>	<u>2,484,105</u>	<u>2,537,257</u>
	TOTAL	2,330,456	2,691,961	2,797,385	2,866,380
	<u>WATER</u>				
18	PERSONAL SERVICES	2,035,391	1,921,116	1,969,534	2,062,821
19	OTHER EXPENSES	<u>2,974,254</u>	<u>3,067,745</u>	<u>3,100,619</u>	<u>3,199,600</u>
	TOTAL	5,009,645	4,988,861	5,070,153	5,262,421
	TOTAL	7,340,101	7,680,822	7,867,538	8,128,801

LINE ITEM	DEPARTMENT	EXPENDED FY2016	EXPENDED FY2017	BUDGET FY2018	TM REC FY2019
	<u>OBLIGATIONS</u>				
20	TECHNICAL SCHOOLS	569,335	610,000	610,000	628,300
21	DEBT SERVICE	15,296,304	14,790,396	14,048,907	14,568,902
22	GENERAL INSURANCE	732,553	783,831	901,405	967,703
23	UNEMPLOYMENT COMP.	158,000	160,000	160,000	160,000
24	RETIREMENT FUND	7,946,015	8,360,984	9,428,488	10,371,338
25	HEALTH INSURANCE FUND	17,052,416	17,905,037	19,257,000	20,662,075
26	OPEB	<u>500,000</u>	<u>1,127,572</u>	<u>1,264,338</u>	<u>1,416,888</u>
	TOTAL	42,254,623	43,737,820	45,670,139	48,775,206
<i>Includes \$239,637 from Cable Funds</i>					

GRAND TOTAL	162,154,124	167,052,316	174,885,781	182,417,985
<i>Less Budgeted Revenues</i>	<u>(2,898,949)</u>	<u>(3,235,587)</u>	<u>(2,700,666)</u>	<u>(2,657,512)</u>
NET TOTAL	159,255,175	163,816,729	172,185,115	179,760,473

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			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011141	TOWN MODERATOR SALARY						
	5130	PART TIME	250	250	250	250	250
	TOTAL SALARIES		250	250	250	250	250
	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			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011221	SELECTMEN SALARIES						
	5130	PART TIME	16,988	15,175	19,000	16,500	16,500
	SUBTOTAL		16,988	15,175	19,000	16,500	16,500
011222	SELECTMAN EXPENSES						
	5295	OTHR SVCS	1,198	604	-	-	-
	5310	OFFICE SUP	78	-	150	150	150
	5700	UNCLAS EXP	273	-	4,500	4,500	4,500
	5710	TRAVEL	593	106	1,500	500	500
	5730	DUES/SUBSCRIPTIONS	7,174	7,452	7,800	7,800	7,800
	SUBTOTAL		9,316	8,162	13,950	12,950	12,950
	TOTAL BOARD OF SELECTMEN		26,304	23,337	32,950	29,450	29,450

FINANCE COMMITTEE

Finance Committee Description

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

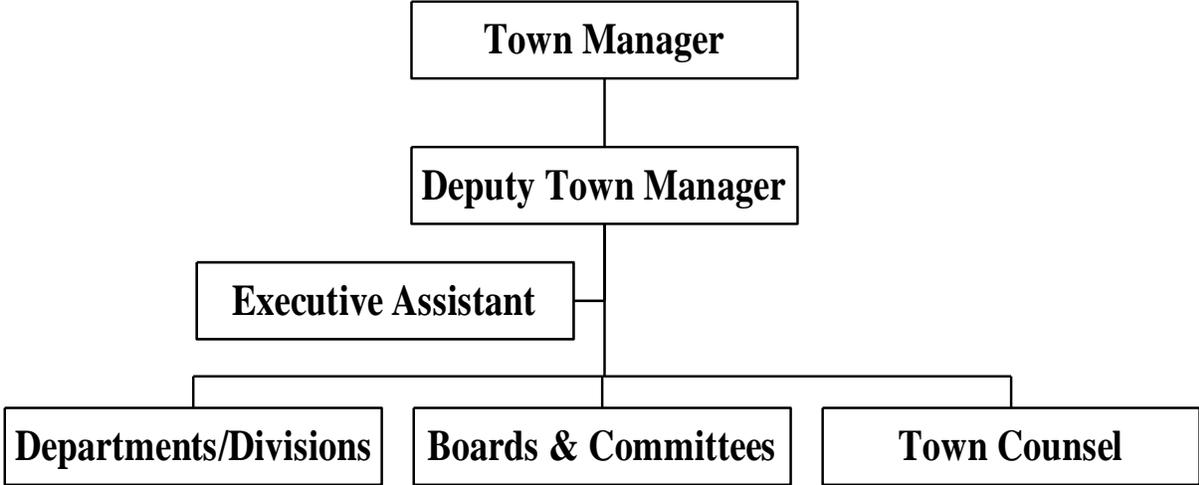
FINANCE COMMITTEE			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011312	FINANCE COMMITTEE EXPENSES						
	5225	POSTAGE	4,509	4,523	6,200	6,200	6,200
	5270	PRINTING	16,765	19,522	20,000	20,000	20,000
	5295	OTHER SERVICES	-	75	-	-	-
	5310	OFFICE SUP	-	26	100	100	100
	5730	DUES/SUBSCRIPTIONS	498	388	600	600	600
TOTAL	SUBTOTAL		21,772	24,534	26,900	26,900	26,900
	TOTAL FINANCE COMMITTEE		21,772	24,534	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.

FY2019 Objectives as Outlined in the Approved Fiscal Year 2018 Strategic Priorities

Financial & Operational Efficiency

1. Maintain a sustainable multi-year financial model, adhere to financial policies to sustain AAA bond rating, and conduct a thorough and inclusive budget process.
2. Utilize technology to improve internal collaboration and coordination, to improve efficiency, and to improve public engagement.
3. Review existing policies, regulations and applications to ensure that they are aligned with best practices and identify areas that can be improved and consolidated to improve efficiency.

Capital Projects & Planning

4. Implement the facility master plan, complete major building projects on time and on budget and continue to plan for new capital projects to improve our public building infrastructure.
5. Develop and implement plans to improve accessibility and ease of use to our facilities, and identify potential alternative uses for underutilized facilities and properties.

Organizational & Human Resources Management

6. Recruit and retain positive and productive employees and volunteers that are committed to the success of the organization.
7. Provide training and information resources to volunteers serving on boards and committees.

Community & Human Services

8. Support the Elder Service Task Force in bringing forward recommendations for consideration.
9. Collaborate with other departments and divisions to identify ways to make our open spaces, recreation lands, and public facilities more accessible. Enhance access to and connections between open space parcels and our waterways, and improve pedestrian and multimodal transportation options.

Customer Service & Community Relations

10. Improve customer service throughout the organization utilizing technology, physical space improvements, and interdepartmental coordination. Improve marketing, publicity, and cross promotion of services, events and information.
11. Continue to make improvements in records management and develop automated processes for the storage and maintenance of records.

Land Use Economic Development

12. Work with Economic Development Council and other stakeholders to identify and cultivate opportunities for economic development, and facilitate inclusive public processes to consider major projects.
 - Continue the transformation of the historic Mill District using a public process to develop guidelines and advance the project into the next phases.
 - Lead a community conversation and make recommendations for town meeting with regards to recreational marijuana
 - Facilitate a community conversation about the potential for including housing as an allowed use in industrial districts.

Energy & Sustainability

13. Continue to work towards energy efficiency goals and sustainability initiatives.
14. Continue to improve and effectively manage public works infrastructure and utilities.

TOWN MANAGER

TOWN MANAGER	FTE	FTE	FTE	REQ	TMREC	TMREC
	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2019</u>
Town Manager	1.0	1.0	1.0	1.0	1.0	191,000
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	142,000
J-20 Executive Assistant	1.0	1.0	1.0	1.0	1.0	76,971
Business Arts Cultural Liaison				1.0	1.0	85,067
Meeting Recording Secretary						2,000
Unclassified						5,000
	3.0	3.0	3.0	4.0	4.0	502,038

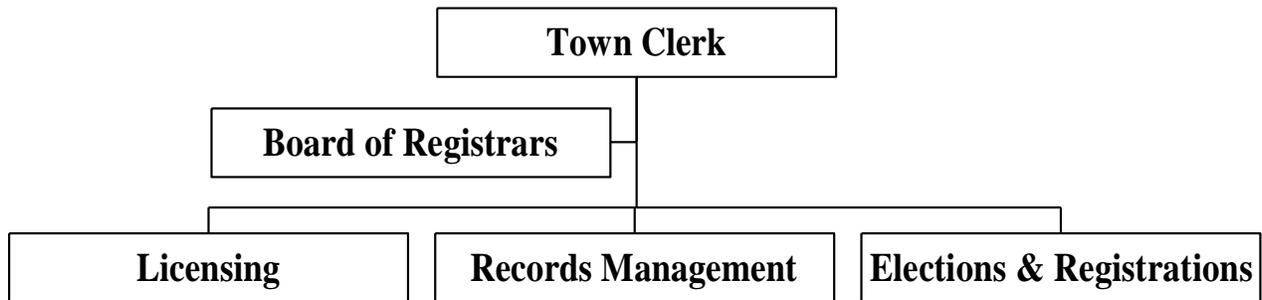
TOWN MANAGER		FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011231	TOWN MANAGER SALARIES					
	5110 REG WAGES	339,572	380,491	408,572	500,038	500,038
	5120 OVERTIME	5,956	838	2,600	2,600	2,600
	5130 PART-TIME	-	-	2,000	2,000	2,000
	5187 RETRO WAGES	4,971	4,716	-	-	-
	SUBTOTAL	350,499	386,045	413,172	504,638	504,638
011232	TOWN MANAGER EXPENSES					
	5220 TELEPHONE	-	-	-	600	600
	5270 PRINTING	2,343	3,130	2,500	2,500	2,500
	5231 TRANSPORTATION ALLOWAN	6,000	9,000	9,000	9,000	9,000
	5291 RENTALS EQUIPMENT	21	-	-	-	-
	5295 OTHR SVCS	17,186	19,725	8,000	8,000	8,000
	5310 OFFICE SUP	4,197	4,136	500	500	500
	5394 SUPPLIES/BOOKS	636	340	200	200	200
	5710 TRAVEL IN-STATE	4,074	5,116	5,000	5,000	5,000
	5715 PROFESSIONAL DEVELOPMEN	80	6,450	14,000	12,000	12,000
	5720 TRAVEL OUT-OF-STATE	2,374	3,228	3,000	5,000	5,000
	5730 DUES/SUBSCRIPTIONS	1,582	6,889	3,500	3,500	3,500
	SUBTOTAL	38,493	58,014	45,700	46,300	46,300
	TOTAL TOWN MANAGER	388,992	444,059	458,872	550,938	550,938

TOWN CLERK



Mission Statement

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



TOWN CLERK

Department Description

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

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

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

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

The Goals of the Town Clerk's Office are:

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

FY2019 Objectives

ELECTIONS & TOWN MEETINGS

- To manage the September 2018 State Primary and the November 2018 State Election
- To manage the March 2019 Annual Town Election
- To manage the 2019 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.

TOWN CLERK

- 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 skills.
- To support and provide educational opportunities to staff which enhance job performance and job satisfaction.

COMMUNICATIONS

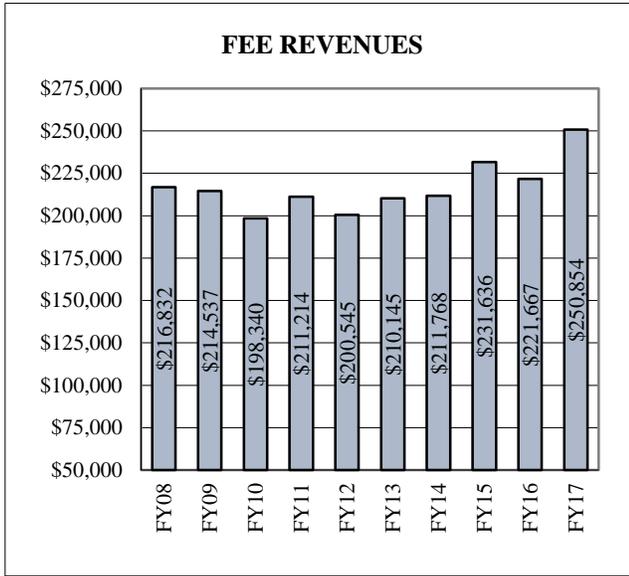
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, cable TV, newsletters and mailings that may be available from time to time.

CUSTOMER SERVICE

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

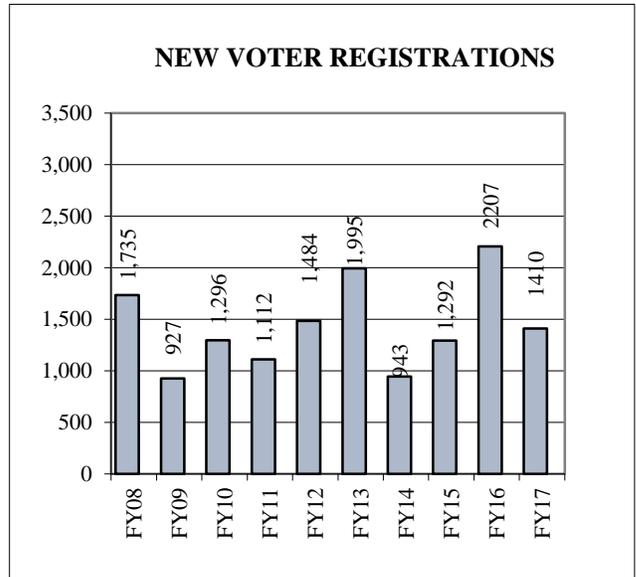
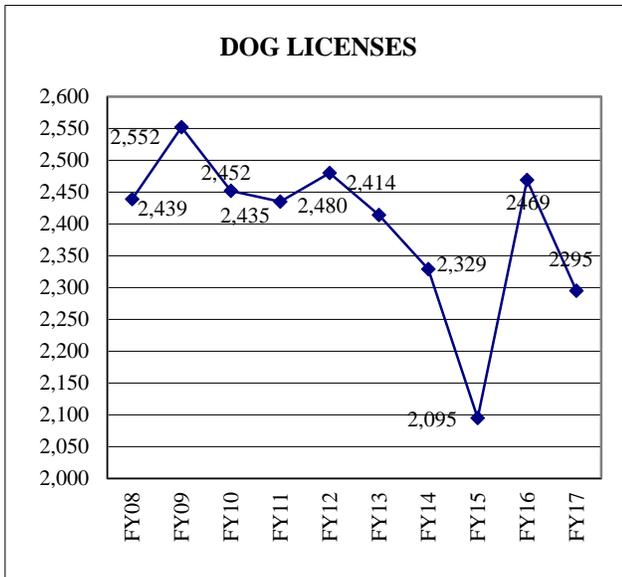
TOWN CLERK

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

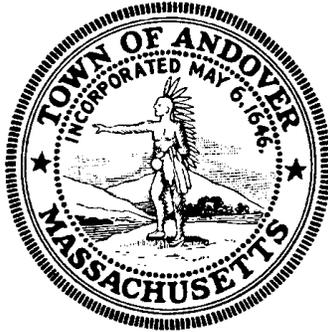
Benchmark (prior 3-yr avg):	1,410
Most Recent:	2,207
Change from Benchmark:	797
Change from Prior Year:	915

TOWN CLERK

TOWN CLERK		FTE	FTE	FTE	REQ	TMREC	TMREC
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
	Town Clerk	1.0	1.0	1.0	1.0	1.0	100,000
I-20	Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	70,020
I-14	Records Specialist	1.0	1.0	1.0	1.0	1.0	61,983
I-14	Office Assistant III	1.0	1.0	1.0	1.0	1.0	61,156
	Unclassified						1,050
		4.0	4.0	4.0	4.0	4.0	294,209

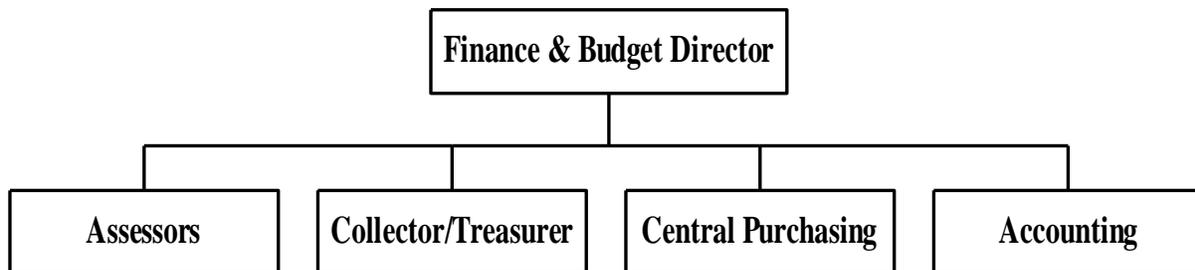
TOWN CLERK			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011611	TOWN CLERK SALARIES						
	5110	REG WAGES	287,807	297,743	302,279	294,209	294,209
	5120	OVERTIME	6,959	10,696	5,700	16,500	16,500
	5135	PT ELECT	33,706	57,172	18,662	57,720	57,720
	5187	RETRO WAGES	12,243	5,692	-	-	-
	SUBTOTAL		340,715	371,303	326,641	368,429	368,429
011612	TOWN CLERK EXPENSES						
	5225	POSTAGE	8,760	4,661	12,440	16,190	16,190
	5250	ADVRTSNG	1,640	1,338	2,000	4,000	4,000
	5270	PRINTING	14,333	14,922	16,125	16,125	16,125
	5271	CREDIT CARD FEES	183	315	1,000	1,000	1,000
	5282	REP-OFF EQ	6,792	4,113	10,180	10,230	10,230
	5295	OTHR SVCS	34,832	19,629	18,470	28,090	28,090
	5310	OFFICE SUP	2,257	1,658	3,000	4,000	4,000
	5420	OFF EQUIP	1,500	-	2,800	21,800	21,800
	5710	TRAVEL	656	328	2,000	2,000	2,000
	5730	DUES/SUBSCRIPTIONS	520	1,179	1,396	2,805	2,805
	SUBTOTAL		71,473	48,143	69,411	106,240	106,240
	TOTAL TOWN CLERK		412,188	419,446	396,052	474,669	474,669

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.

FY2019 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

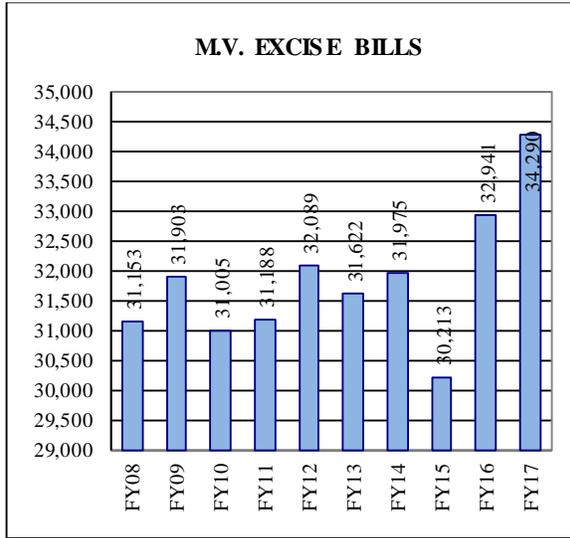
- ◆ To continue to provide courteous and prompt service to all of our taxpayers & ratepayers, including account reconciliations.
- ◆ Assist in the implementation of the "Paperless" purchase order system.
- ◆ Continued concentrated effort to collect and reduce delinquent tax title accounts.
- ◆ Continue 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

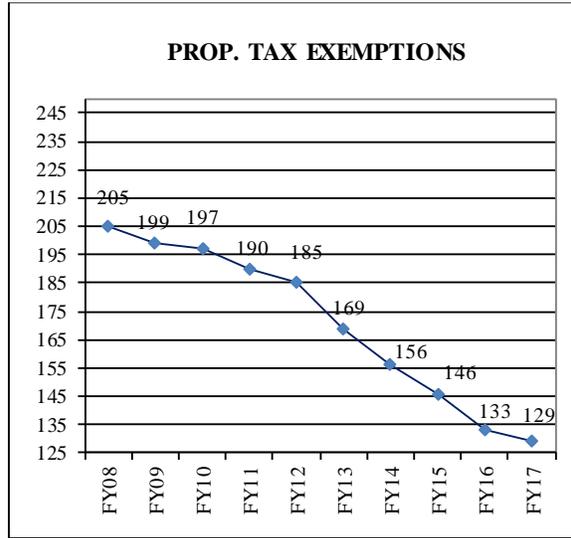
- ◆ To continue to guide departments, Town and School, in purchasing items under M.G.L.
- ◆ To encourage all departments to utilize the Commonwealth of Massachusetts State bid list, as well as other cooperative contracts, whenever it is beneficial to do so.
- ◆ To continue to streamline the purchasing 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

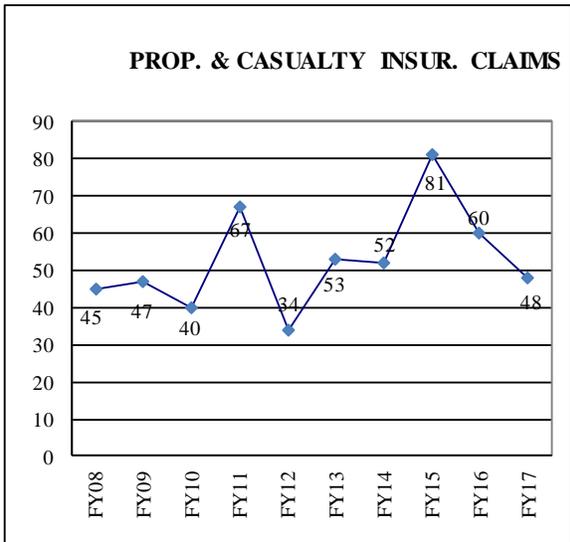
FINANCE PERFORMANCE STATISTICS



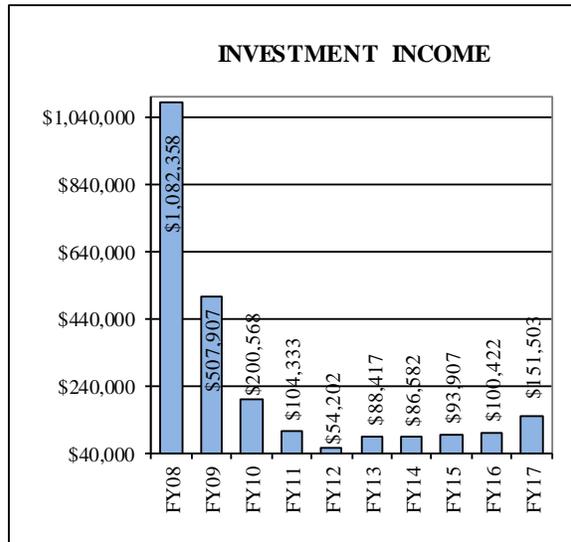
Benchmark (prior 3-yr avg):	31,710
Most Recent:	32,941
Change from Benchmark:	1,031
Change from Prior Year:	1,349



Benchmark (prior 3-yr avg):	145
Most Recent:	129
Change from Benchmark:	-16
Change from Prior Year:	-4



Benchmark (prior 3-yr avg):	64
Most Recent:	48
Change from Benchmark:	-16
Change from Prior Year:	-12



Benchmark (prior 3-yr avg):	\$93,637
Most Recent:	\$151,503
Change from Benchmark:	\$57,866
Change from Prior Year:	\$51,081

FINANCE AND BUDGET

DEPARTMENT OF FINANCE		FTE	FTE	FTE	REQ	TMREC	TMREC
<u>FINANCE ADMINISTRATION</u>		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2019</u>
M-3	Finance and Budget Director	1.0	1.0	1.0	1.0	1.0	132,634
	Management Analyst			1.0	1.0	1.0	72,500
IE-16	Administrative Secretary	1.0	1.0	1.0	1.0	1.0	66,043
	Unclassified						16,203
		2.0	2.0	3.0	3.0	3.0	287,380
<u>COLLECTOR/TREASURER</u>							
IE-28	Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	105,545
IE-22	Asst. Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	86,536
IE-16	Office Administrator			1.0	1.0	1.0	51,971
IE-14	Office Assistant III	3.0	3.0	2.0	2.0	2.0	124,391
		5.0	5.0	5.0	5.0	5.0	368,443
<u>ASSESSING</u>							
IE-28	Chief Assessor	1.0	1.0	1.0	1.0	1.0	111,184
IE-24	Senior Assessor	1.0	1.0	1.0	1.0	1.0	79,341
IE-18	Office Coordinator	1.0	1.0	1.0	1.0	1.0	71,995
IE-14	Property Field Lister	1.0	1.0	1.0	1.0	1.0	54,050
IE-14	Office Assistant III	1.0	1.0	1.0	1.0	1.0	63,551
		5.0	5.0	5.0	5.0	5.0	380,121
<u>CENTRAL PURCHASING</u>							
IE-26	Purchasing Agents/Ins Coordinator *	0.6	0.6	0.6	0.6	0.6	55,112
IE-18	Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	71,645
		1.6	1.6	1.6	1.6	1.6	126,757
<u>TOWN ACCOUNTANT</u>							
	Town Accountant/Asst Finance Director	1.0	1.0	1.0	1.0	1.0	100,440
IE-24	Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	81,830
IE-20	Payroll Administrator	1.0	1.0	1.0	1.0	1.0	75,447
IE-16	Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	68,668
IE-16	Accounting Assistant	1.0	1.0	1.0			
IE-12	Office Assistant II	1.0	1.0		0.5	0.5	26,250
		6.0	6.0	5.0	4.5	4.5	352,635
FINANCE TOTAL		19.6	19.6	19.6	19.1	19.1	1,515,336
* - Charged 60% Town/40% School							

FINANCE AND BUDGET

FINANCE ADMINISTRATION			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011331	FINANCE ADMIN SALARIES						
	5110	REG WAGES	198,749	213,727	266,967	287,380	287,380
	5120	OVERTIME	4,726	5,796	2,500	5,000	5,000
	5130	PART-TIME	-	3,840	-	-	-
	5140	SEASONAL	-	-	-	3,000	-
	5187	RETRO WAGES	7,844	4,065	-	-	-
	SUBTOTAL		211,319	227,428	269,467	295,380	292,380
011332	FINANCE ADMIN EXPENSES						
	5231	TRANSPORTATION ALLOWAN	-	-	600	-	-
	5255	SOFTWARE SUPPORT	83,440	88,858	105,000	105,000	105,000
	5270	PRINTING	274	-	-	-	-
	5295	OTHER SERVICES	-	550	-	-	-
	5310	OFFICE SUP	523	130	700	675	675
	5394	SUPPLIES/BOOKS	40	40	50	55	55
	5710	TRAVEL	788	331	1,700	2,500	2,500
	5715	PROFESSIONAL DEVELOPMEN	2,172	2,100	2,700	4,000	4,000
	5730	DUES/SUBSCRIPTIONS	940	1,058	980	1,000	1,000
	SUBTOTAL		88,177	93,067	111,730	113,230	113,230
	TOTAL FINANCE ADMINISTRATION		299,496	320,495	381,197	408,610	405,610

TOWN ACCOUNTANT			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011351	TOWN ACCOUNTANT SALARIES						
	5110	REG WAGES	376,523	332,718	387,254	352,635	352,635
	5120	OVERTIME	1,680	3,653	2,600	1,000	1,000
	5130	PART TIME	80,088	7,921	-	-	-
	5187	RETRO WAGES	17,737	5,355	-	-	-
	SUBTOTAL		476,028	349,647	389,854	353,635	353,635
011352	TOWN ACCOUNTANT EXPENSES						
	5270	PRINTING	1,079	-	1,400	1,400	1,400
	5295	OTHR SVCS	65,025	56,354	72,500	70,000	70,000
	5310	OFFICE SUP	4,005	3,319	5,000	4,000	4,000
	5504	TECHNOLOGY	-	-	-	1,700	1,700
	5710	TRAVEL	1,194	923	2,000	2,000	2,000
	5715	PROFESSIONAL DEVELOPMEN	1,464	2,105	4,000	4,500	4,500
	5730	DUES/SUBSCRIPTIONS	715	508	1,000	1,000	1,000
	SUBTOTAL		73,482	63,209	85,900	84,600	84,600
	TOTAL TOWN ACCOUNTANT		549,510	412,856	475,754	438,235	438,235

FINANCE AND BUDGET

CENTRAL PURCHASING GENERAL GOVERNMENT			FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 DEPT REQ	FY2019 TOWN MGR
011381	CENTRAL PURCHASING SALARIES						
	5110	REG WAGES	110,670	116,824	124,826	126,757	126,757
	5187	RETRO WAGES	4,958	2,194	-	-	-
	SUBTOTAL		115,628	119,018	124,826	126,757	126,757
011382	CENTRAL PURCHASING EXPENSES						
	5250	ADVRTSNG	6,502	5,359	8,000	8,000	8,000
	5270	PRINTING	-	-	700	700	700
	5295	OTHR SVCS	604	(138)	1,500	1,250	1,250
	5310	OFFICE SUPPLIES	389	245	500	500	500
	5420	OFFICE EQUIPMENT	695	-	-	-	-
	5710	TRAVEL	511	1,444	1,000	1,000	1,000
	5715	PROFESSIONAL DEVELOPMEN	395	3,356	1,375	1,300	1,300
	5730	DUES/SUBSCRIPTIONS	730	865	1,200	1,200	1,200
	SUBTOTAL		9,826	11,131	14,275	13,950	13,950
	TOTAL CENTRAL PURCHASING		125,454	130,149	139,101	140,707	140,707

ASSESSING GENERAL GOVERNMENT			FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 DEPT REQ	FY2019 TOWN MGR
011411	ASSESSING SALARIES						
	5110	REG WAGES	368,741	364,106	377,150	380,121	380,121
	5187	RETRO WAGES	16,744	6,784	-	-	-
	SUBTOTAL		385,485	370,890	377,150	380,121	380,121
011412	ASSESSING EXPENSES						
	5231	TRNS ALLOW	4,200	4,200	4,200	4,200	4,200
	5270	PRINTING	381	278	2,000	2,000	2,000
	5282	REP-OFF EQ	300	300	1,000	1,000	1,000
	5295	OTHR SVCS	12,350	12,900	15,000	15,000	15,000
	5310	OFFICE SUP	766	1,769	3,000	3,000	3,000
	5710	TRAVEL	310	195	1,500	1,500	1,500
	5730	DUES/SUBSCRIPTIONS	940	893	2,000	2,000	2,000
	SUBTOTAL		19,247	20,535	28,700	28,700	28,700
	TOTAL ASSESSING		404,732	391,425	405,850	408,821	408,821

FINANCE AND BUDGET

COLLECTOR/TREASURER			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011451	COLLECTOR/TREASURER SALARIES						
	5110	REG WAGES	364,564	376,345	382,871	368,443	368,443
	5120	OVERTIME	-	233	520	500	500
	5130	PART TIME	1,719	1,949	4,000	4,000	4,000
	5187	RETRO WAGES	16,216	6,962	-	-	-
	SUBTOTAL		382,499	385,489	387,391	372,943	372,943
011452	COLLECTOR/TREASURER EXPENSES						
	5250	ADVERTISING	-	-	1,450	1,450	1,450
	5270	PRINTING	17,290	15,713	17,500	17,500	17,500
	5282	REP-OFF EQ	-	-	2,000	2,000	2,000
	5295	OTHR SVCS	30,976	29,968	42,000	42,000	42,000
	5310	OFFICE SUP	5,390	3,468	5,000	5,000	5,000
	5395	OTH COMM	1,500	1,350	2,000	2,000	2,000
		OFFICE FURNITURE	-	-	-	7,500	7,500
	5710	TRAVEL	140	1,283	1,450	1,450	1,450
	5715	PROFESSIONAL DEVELOPMEN	-	-	-	-	-
	5730	DUES/SUBSCRIPTIONS	625	630	850	850	850
	SUBTOTAL		55,921	52,412	72,250	79,750	79,750
	TOTAL COLLECTOR/TREASURER		438,420	437,901	459,641	452,693	452,693

CENTRAL SERVICES			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011592	CENTRAL SERVICES EXPENSES						
	5225	POSTAGE	67,563	72,707	85,000	90,000	90,000
	5270	PRINTING	-	20	350	350	350
	5282	REP-OFF EQ	-	-	200	200	200
	5291	RENT EQUIP	15,177	16,455	15,900	15,500	15,500
	5295	OTHR SVCS	1,933	836	1,150	1,000	1,000
	5310	OFFICE SUP	142	571	300	450	450
	5420	OFF EQUIP	201	490	300	300	300
	SUBTOTAL		85,016	91,079	103,200	107,800	107,800
	TOTAL CENTRAL SERVICES		85,016	91,079	103,200	107,800	107,800

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		FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011512	TOWN COUNSEL EXPENSES					
	5295 OTHR SVCS	296,037	442,378	420,000	420,000	420,000
	5310 OFFICE SUP	-	-	-	-	-
	SUBTOTAL	<u>296,037</u>	<u>442,378</u>	<u>420,000</u>	<u>420,000</u>	<u>420,000</u>
	TOTAL TOWN COUNSEL	296,037	442,378	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		FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016922	PATRIOTIC CIVIC CELEBRATION					
	5700 UNCLASSIFIED EXP	26,881	29,216	29,800	30,000	30,000
	SUBTOTAL	<u>26,881</u>	<u>29,216</u>	<u>29,800</u>	<u>30,000</u>	<u>30,000</u>
	TOTAL PATRIOTIC CIVIC CELEBRATION	26,881	29,216	29,800	30,000	30,000

Damages to Persons/Property

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

DAMAGES TO PERSONS & PROPERTY		FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019002	DAMAGES PERS/PROP EXPENSES					
	5702 DAMAGE TO PROPERTY	1,065	-	2,000	2,000	2,000
	SUBTOTAL	<u>1,065</u>	<u>-</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
	TOTAL DAMAGES TO PERS/PROPE	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			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019101	EMPLOYEE BENEFITS EXPENSES						
	5143	ACCUM BENEFITS	483,109	400,000	428,000	450,000	450,000
	SUBTOTAL		483,109	400,000	428,000	450,000	450,000
019102	EMPLOYEE BENEFITS EXPENSES						
	5207	LIFE INSURANCE	9,231	7,200	12,000	12,000	12,000
	5208	EMPLOYEE ASSISTANCE	15,584	25,000	25,000	40,000	40,000
	5740	MEDICARE	409,586	409,961	442,637	455,000	455,000
	SUBTOTAL		434,401	442,161	479,637	507,000	507,000
	TOTAL EMPLOYEE BENEFITS		917,510	842,161	907,637	957,000	957,000

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.

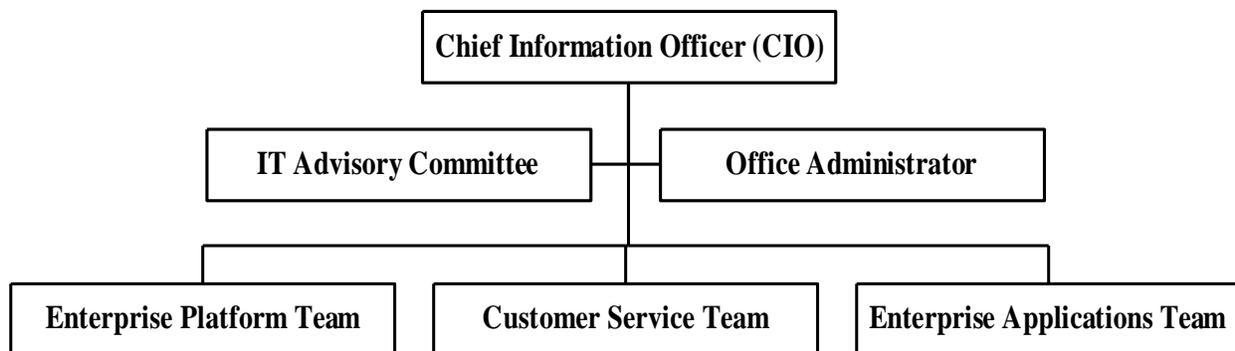
COMMISSION FOR DISABILITIES			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011241	COMM FOR DISABILITY SALARIES						
	5130	PART TIME	1,200	1,200	1,200	1,200	1,200
	SUBTOTAL		1,200	1,200	1,200	1,200	1,200
011242	COMM FOR DISABILITY EXPENSES						
	5295	OTHR SVCS	9,714	2,881	5,000	5,000	5,000
	5310	OFFICE SUP	-	1,365	800	800	800
	5710	TRAVEL	495	-	-	-	-
	SUBTOTAL		10,209	4,246	5,800	5,800	5,800
	TOTAL COMMISSION FOR DISABIL		11,409	5,446	7,000	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.

FY 2019 Objectives

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

INFORMATION TECHNOLOGY

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.

FY2019 Objectives

- ◆ 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.
- ◆ Implement streaming video server and video over IP technology
- ◆ Improve public meeting rooms and internal conference rooms to increase collaboration and remote access
- ◆ 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.
- ◆ Complete internal IT security audit
- ◆ Deploy new technology for Municipal Services Building. Work to develop a comprehensive operations management capability
- ◆ Continue transition from analog to digital for all building management systems and create more unified monitoring and management
- ◆ Create a town-wide strategic IT planning process in conjunction with all departments. Consult with department heads, school administrators, and IT staff on a regular basis to identify, address and plan for department and program specific technology needs.
- ◆ Introduce IT project management practices to existing and future software application implementations.

		FTE	FTE	FTE	REQ	TMREC	TMREC
INFORMATION TECHNOLOGY		FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
M-3	Chief Information Officer (CIO)	1.0	1.0	1.0	1.0	1.0	132,634
IE-28	Enterprise Platform Architect	1.0	1.0	1.0	1.0	1.0	110,293
IE-28	Enterprise Platform Architect	1.0	1.0	1.0	1.0	1.0	105,545
IE-26	Business Solutions Team Leader	1.0	1.0	1.0	1.0	1.0	95,066
IE-26	Network Administrator	1.0	1.0	1.0	1.0	1.0	85,725
IE-26	Public Safety Network Administrator	1.0	1.0	1.0	1.0	1.0	100,924
IE-28	Customer Service Manager	1.0	1.0	1.0	1.0	1.0	95,743
IE-24	Geographic Information Systems Coordinator *	1.0	1.0	1.0	1.0	1.0	49,192
IE-22	Assistant Network Administrator			1.0	1.0	1.0	77,627
IE-20	Tech Specialist II	1.0	1.0	3.0	3.0	3.0	233,801
IE-20	Application Specialist - Finance	1.6	1.6	1.6	1.6	1.6	137,385
IE-18	Tech Specialist I	4.0	4.0	2.7	2.7	2.7	195,137
IE-18	Asset Coordinator	1.0	1.0	1.0	1.0	1.0	69,191
IE-14	Administrative Assistant	1.0	1.0	1.0			
IE-18	Office Coordinator				1.0	1.0	64,577
IE-26	Senior Application Specialist	0.5	0.5				
	Unclassified						16,202
		17.1	17.1	18.3	18.3	18.3	1,569,042

* - Salary allocated .6 to Gen. Fund, .2 to Water Fund, and .2 to Sewer Fund

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY		FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011551	INFORMATION TECHNOLOGY SALARIES					
5110	REG WAGES	1,197,374	1,084,604	1,362,745	1,381,253	1,381,253
5120	OVERTIME	6,523	2,124	18,421	17,796	17,796
5130	PART-TIME	183,965	224,868	134,702	187,790	187,790
5140	SEASONAL	3,020	15,373	12,883	12,883	12,883
5187	RETRO WAGES	58,783	24,557	-	-	-
	SUBTOTAL	1,449,665	1,351,526	1,528,751	1,599,722	1,599,722
011552	INFORMATION TECHNOLOGY EXPENSES					
5220	TELEPHONE	1,290	1,380	-	-	-
5260	TECH/INFRASTRUCTURE	174,460	239,394	205,306	-	-
5261	PERSONAL PRODUCTIVITY	138	-	2,400	-	-
5262	APPLICATIONS	66,016	35,594	19,800	-	-
5263	IMAGING	-	36	4,500	3,500	3,500
5264	MOBILE	13	-	4,800	5,000	5,000
5265	TELECOM	53,450	83,780	116,550	89,800	89,800
5268	PROFESSIONAL SERVICES	2,402	30	10,000	10,000	10,000
5284	REPAIRS/COMPUTER EQ	1,016	202	16,000	-	-
5295	OTHR SVCS	2,026	188	-	-	-
5310	OFFICE SUP	4,995	6,423	4,880	4,880	4,880
5355	AUTOMOTIVE FUEL	946	363	1,200	1,200	1,200
5391	SUPPLIES/DATA PROC	2,215	12,500	10,700	3,500	3,500
5420	OFFICE EQUIPMENT	16,287	6,127	2,000	2,000	2,000
5430	OTHER EQUIPMENT	35,644	602	-	-	-
5504	TECHNOLOGY	-	-	-	292,900	292,900
5700	UNCLASSIFIED	(953)	239	-	-	-
5709	TRAVEL-OPERATIONAL	1,749	2,328	3,600	3,600	3,600
5710	TRAVEL	1,410	488	2,400	2,400	2,400
5715	PROFESSIONAL DEV	9,764	9,945	27,000	27,000	27,000
5730	DUES/SUBSCRIPTIONS	2,310	-	1,000	1,000	1,000
	SUBTOTAL	375,178	399,619	432,136	446,780	446,780
	TOTAL INFORMATION TECHNOLOGY	1,824,843	1,751,145	1,960,887	2,046,502	2,046,502

COMMUNITY DEVELOPMENT & PLANNING



Mission Statements

PLANNING & ECONOMIC DEVELOPMENT DIVISION

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

BUILDING DIVISION

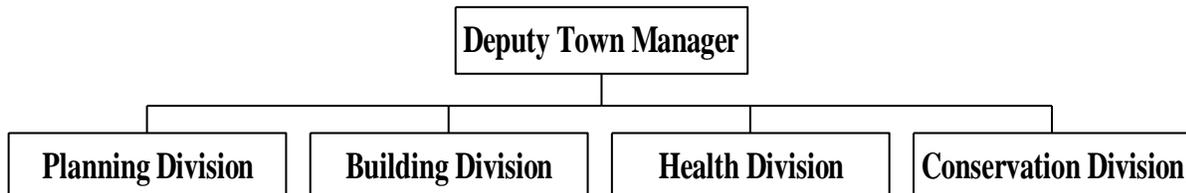
To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.

HEALTH DIVISION

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

CONSERVATION DIVISION

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



COMMUNITY DEVELOPMENT AND PLANNING

Department Description

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

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

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

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

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

COMMUNITY DEVELOPMENT AND PLANNING

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

FY2019 Objectives

DIVISION: BUILDING

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

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.
- Oversee environmental aspects of large scale MassHighway and DPW infrastructure improvements including the I-93 interchange and town roadways and bridges and the future town yard.
- Provide support for the Andover Community Garden and Handicap accessible trails.
- Update our open space and recreation plan.
- Improve signage, trail markings and kiosks in partnership with local scout organizations and other volunteers.
- Work as a cooperative effort to construct active and passive recreation areas for town citizens.
- Enhance Conservation properties for bird watching, camping and hiking along the Merrimack and Shawsheen Rivers by sponsoring cleanup efforts, rebuilding a bridge, and the construction of new campsites.

DIVISION: HEALTH

- Purchase and implement new environmental services inspectional software to assist in record keeping and data analysis.
- Implement on-line permitting and licensing operations.
- Complete at least one standard of the FDA Voluntary Retail Food Standards Program.
- Expand adult immunization opportunities using the ability to obtain insurance reimbursements.
- Review the Community Health Assessment to be completed in FY2018 and develop a work plan to address any opportunities identified.

DIVISION: PLANNING & ECONOMIC DEVELOPMENT

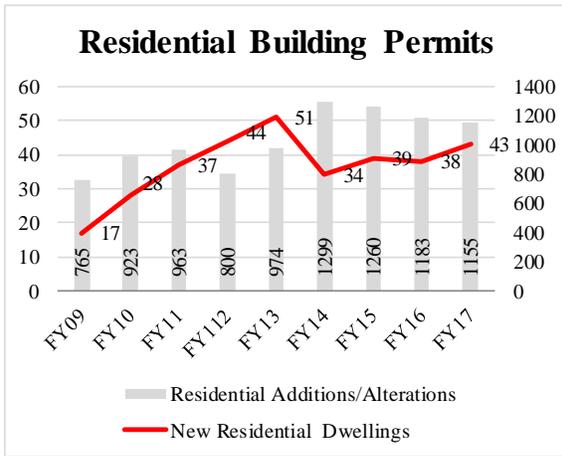
- Oversee writing and implementation of the Historic Mill District Design Guidelines.
- Develop community responsive plan for disposition of the Municipal Land off Lewis Street

COMMUNITY DEVELOPMENT AND PLANNING

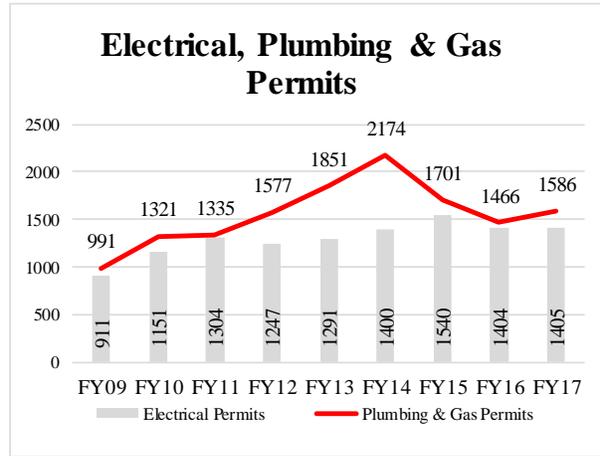
- Oversee the implementation of a Parking Management Assessment and Plan, with the objective of maximizing efficiency of parking, improve customer experience and expand opportunities for additional downtown growth.
- Complete 2017 Regional Housing Plan in collaboration with the Merrimack Valley Planning Commission
- Provide information via the Town's website, including project development information and Planning Board decisions.
- Spearhead the Building Improvement & Customer Service Study
- Continue to provide professional education training to staff and Planning Board members.

COMMUNITY DEVELOPMENT AND PLANNING

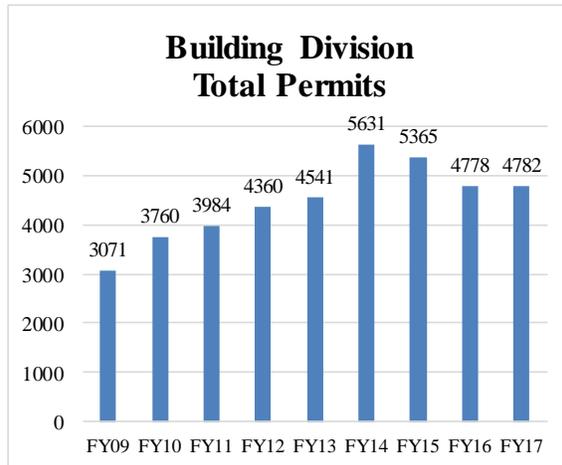
BUILDING DIVISION PERFORMANCE STATISTICS



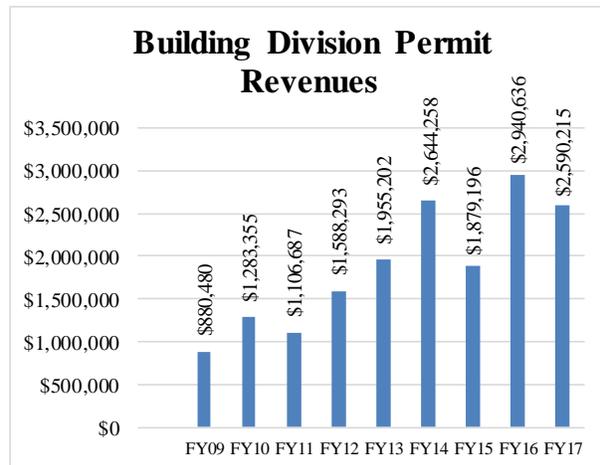
Benchmark (prior 3-yr avg):	1261
Most Recent:	1198
Change from Benchmark:	-63
Change from Prior Year:	-23



Benchmark (prior 3-yr avg):	3228
Most Recent:	2991
Change from Benchmark:	-237
Change from Prior Year:	121



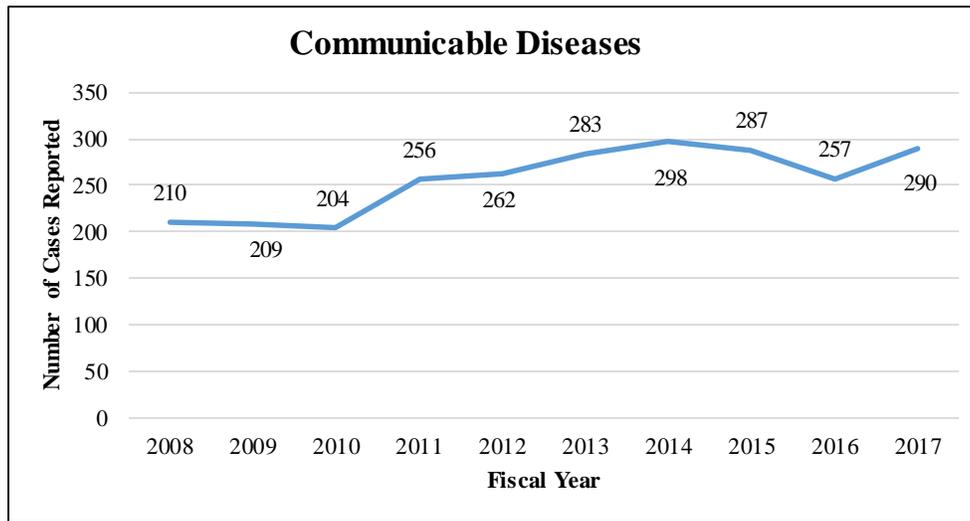
Benchmark (prior 3-yr avg):	5258
Most Recent:	4728
Change from Benchmark:	-806
Change from Prior Year:	-4



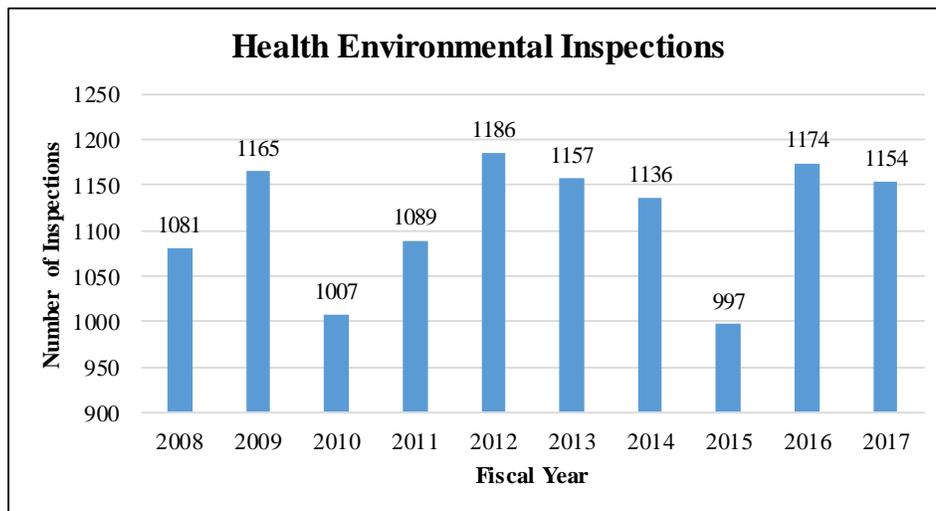
Benchmark (prior 3-yr avg):	\$2,488,030
Most Recent:	\$2,590,245
Change from Benchmark:	\$102,215
Change from Prior Year:	-\$350,421

COMMUNITY DEVELOPMENT AND PLANNING

HEALTH DIVISION PERFORMANCE STATISTICS



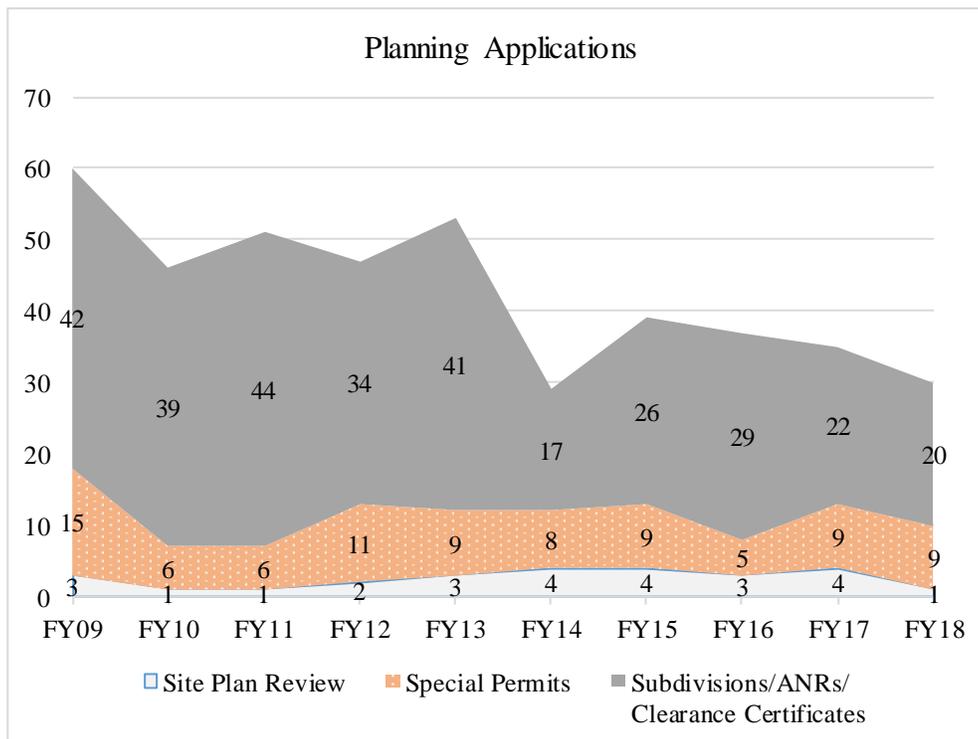
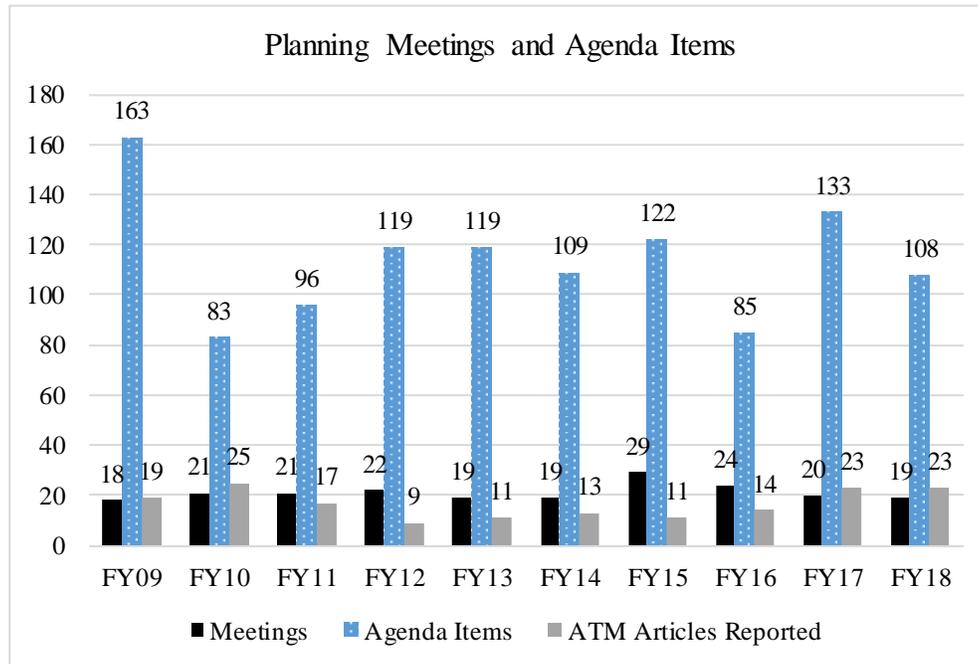
Benchmark - Diseases:	281
Most Recent:	290
Change from Benchmark:	9
Change from Prior Year:	33



Benchmark - Inspections:	1160
Most Recent:	1154
Change from Benchmark:	6
Change from Prior Year:	-20

COMMUNITY DEVELOPMENT AND PLANNING

PLANNING DIVISION PERFORMANCE STATISTICS



COMMUNITY DEVELOPMENT AND PLANNING

COMMUNITY DEVELOPMENT AND PLANNING		FTE	FTE	FTE	REQ	TMREC	TMREC
<u>ADMINISTRATION</u>		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2019</u>
IE-20	Office Administrator	1.0	1.0	1.0	1.0	1.0	77,710
IE-16	Permitting Technician			1.0	1.0	1.0	56,185
IE-14	Administrative Secretary	5.0	5.0	5.0	5.0	5.0	302,772
IE-10	Office Assistant I (FY17 Combine 2 PT to 1FT)	1.0	1.0				
	Meeting Recording/Substitute Secretaries						9,000
		7.0	7.0	7.0	7.0	7.0	445,667
<u>BUILDINGS</u>							
IE-28	Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	110,347
IE-22	Electrical Inspector	1.0	1.0	1.0	1.0	1.0	83,899
IE-22	Local Building Inspector	1.0	1.0	1.0	1.0	1.0	83,084
IE-22	Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	83,084
	Alternate Inspectors						45,360
		4.0	4.0	4.0	4.0	4.0	405,774
<u>CONSERVATION</u>							
IE-26	Director of Conservation	1.0	1.0	1.0	1.0	1.0	98,404
IE-20	Conservation Agent	1.0	1.0	1.0	1.0	1.0	75,446
		2.0	2.0	2.0	2.0	2.0	173,850
<u>HEALTH</u>							
IE-28	Director of Health	1.0	1.0	1.0	1.0	1.0	108,184
IE-26	Assistant Director of Public Health	0.8	0.8	0.8	0.8	0.8	81,038
IE-24	Registered Nurse	0.6	0.6	0.6	0.6	0.6	54,422
IE-20	Health Inspector			0.5	0.5	0.5	31,987
IE-22	Sanitarian	0.3	0.3				
IE-22	Health Agent	1.0	1.0	1.0	1.0	1.0	84,306
		3.7	3.7	3.9	3.9	3.9	359,938
<u>PLANNING</u>							
I-28	Director of Planning	1.0	1.0	1.0	1.0	1.0	110,827
I-24	Senior Planner	1.0	1.0	1.0	1.0	1.0	90,703
I-22	Planner	1.0	1.0	1.0	1.0	1.0	83,491
		3.0	3.0	3.0	3.0	3.0	285,021
CD&P TOTAL		19.7	19.7	19.9	19.9	19.9	1,670,248

COMMUNITY DEVELOPMENT AND PLANNING

COMMUNITY DEVELOPMENT/PLANNING		FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011801	COMMUNITY DEVELOPMENT SALARIES					
5110	REG WAGES	1,275,032	1,337,759	1,404,410	1,448,441	1,448,441
5120	OVERTIME	19,088	17,592	19,670	31,966	31,966
5130	PART TIME	214,731	189,371	230,827	221,811	221,811
5187	RETRO WAGES	65,406	28,144	-	-	-
	SUBTOTAL	1,574,257	1,572,866	1,654,907	1,702,218	1,702,218
011802	COMMUNITY DEVELOPMENT EXPENSES					
5220	TELEPHONE	8,247	6,347	7,000	7,000	7,000
5231	MONTHLY TRANSP	18,840	18,540	18,840	18,840	18,840
5250	ADVERTISING	1,609	821	1,250	1,250	1,250
5270	PRINTING	4,171	3,531	4,200	4,200	4,200
5271	CREDIT CARD FEES	3,301	2,495	2,600	2,600	2,600
5286	MAINT/REP LAND	1,927	1,863	2,000	2,000	2,000
5294	CLOTHING/BOOT ALLOWANCE	-	-	-	2,700	2,700
5295	OTHR SVCS	47,112	82,585	63,800	129,863	84,863
5310	OFFICE SUP	9,866	5,216	10,000	10,000	10,000
5322	VACCINATIONS/TESTING	100	1,464	1,000	1,000	1,000
5394	SUPPLIES/BOOKS	159	447	500	1,300	1,300
5420	OFFICE EQUIP	21,170	7,094	8,900	8,900	8,900
5710	TRAVEL	21,553	21,261	23,850	24,850	24,850
5730	DUES/SUBSCRIPTIONS	8,945	15,708	15,600	15,903	15,903
5715	PROF DEV	14,522	7,993	16,700	22,300	22,300
	SUBTOTAL	161,522	175,365	176,240	252,706	207,706
011801	COMMUNITY DEVELOPMENT SALARIES					
5831	FROM RESERVE FUNDS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	SUBTOTAL	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	TOTAL COMMUNITY DEVELOPMENT	1,710,779	1,723,231	1,806,147	1,929,924	1,884,924

DEPARTMENT OF COMMUNITY SERVICES



Mission Statement

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



DEPARTMENT OF COMMUNITY SERVICES

Department Description

The Department of Community Services 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.

FY2019 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.
- The Community Services Department would like to expand upon their outreach capabilities through meaningful interdepartmental and outside agency collaborations.
- 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.

FY2019 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.
- Continue to assist Andover residents who may have food insecurity.

ADVOCACY

- To improve the status of elders through local, regional, and national advocacy efforts.
- To identify and explore alternative funding sources to both expand the array of available programs and offset direct costs to seniors.
- To apply and obtain grants to support the evolving needs of older adults.
- 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 programming.
- To provide opportunities for all staff to attend trainings that enhance their professional skills in the field of older adults that will allow them to be better equipped to meet the complex needs of our community.

TRANSPORTATION

- To increase access to appropriate and affordable transportation to the Senior Center, medical appointments, shopping trips, and other social welfare needs.
- To 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 programming 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 OPPORTUNITIES

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

COMMUNITY OUTREACH

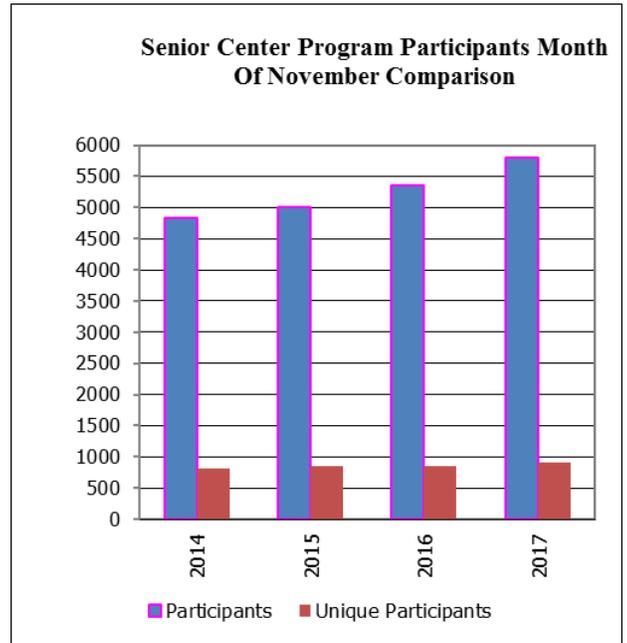
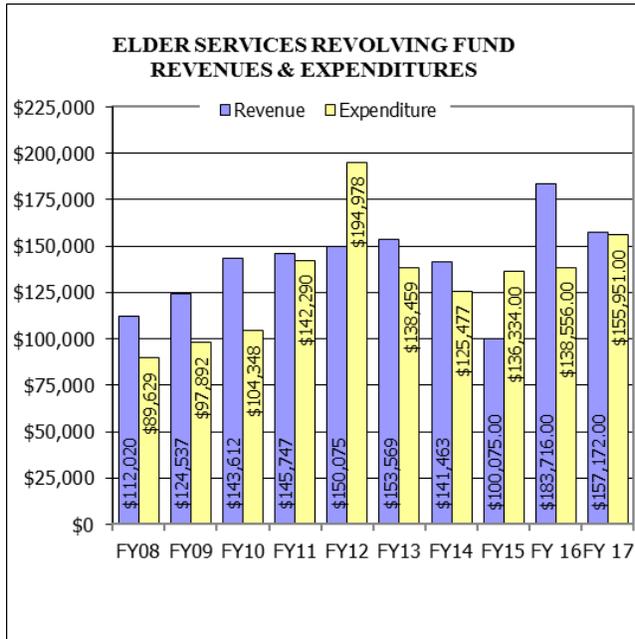
- Expand Community Education opportunities through local media, including newspapers, seminars, network meetings and cable TV / “There’s Something About Andover” to assist in the dissemination of information.
- Collaborate with local churches and service organizations to increase awareness of available 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.

ADMINISTRATION

- Increase programming and resource marketing through the use of social media and website enhancements.
- Continue to work on the Senior Center Feasibility study and the next phases of facility improvements.

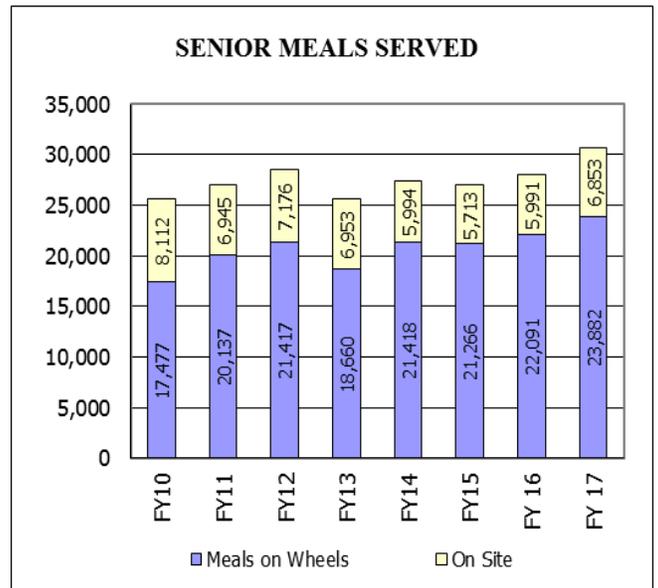
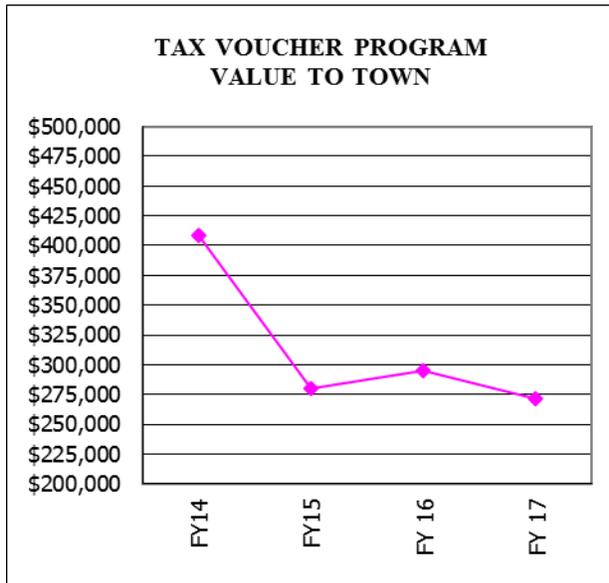
DEPARTMENT OF COMMUNITY SERVICES

ELDER SERVICES DIVISION PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$141,751
Most Recent:	\$157,172
Change from Benchmark:	\$15,421
Change from Prior Year:	\$26,544

	Participants	Unique
2014	4,836	809
2015	5,000	842
2016	5,351	855
2017	5,804	899



Benchmark (prior 3-yr avg):	\$328,000
Most Recent:	\$271,500
Change from Benchmark:	-\$56,500
Change from Prior Year:	-\$24,000

Benchmark - Total Meals Served (prior 3-yr avg):	27,491
Most Recent:	30,735
Change from Benchmark:	3,244
Change from Prior Year:	2,653

*Based on number of SCRPT workers x 100 hours x \$15 per hour

DEPARTMENT OF COMMUNITY SERVICES

Recreation Division Description

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

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

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

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

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

Recreation activities encompass a wide spectrum of programs including summer playgrounds, trips, the Poms Pond aquatic program, special events, Bradford Ski Program, after-school enrichment classes, adult education courses, town-wide youth sports leagues, youth sports classes, summer vacation programs, preschool events, summer concert series, community giving through events, community outreach, and Family-to-Family programs. This past year Recreation piloted an EEC licensed afterschool program at Bancroft Elementary School. This program provides reliable and affordable afterschool child care to over fifty families in the community. Recreation's goal is to expand into more elementary schools in the coming years.

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

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

DEPARTMENT OF COMMUNITY SERVICES

Mission Statement

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

FY2019 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 two elementary schools.

SUMMER PROGRAMS

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

RECREATION PARK & POMPS POND

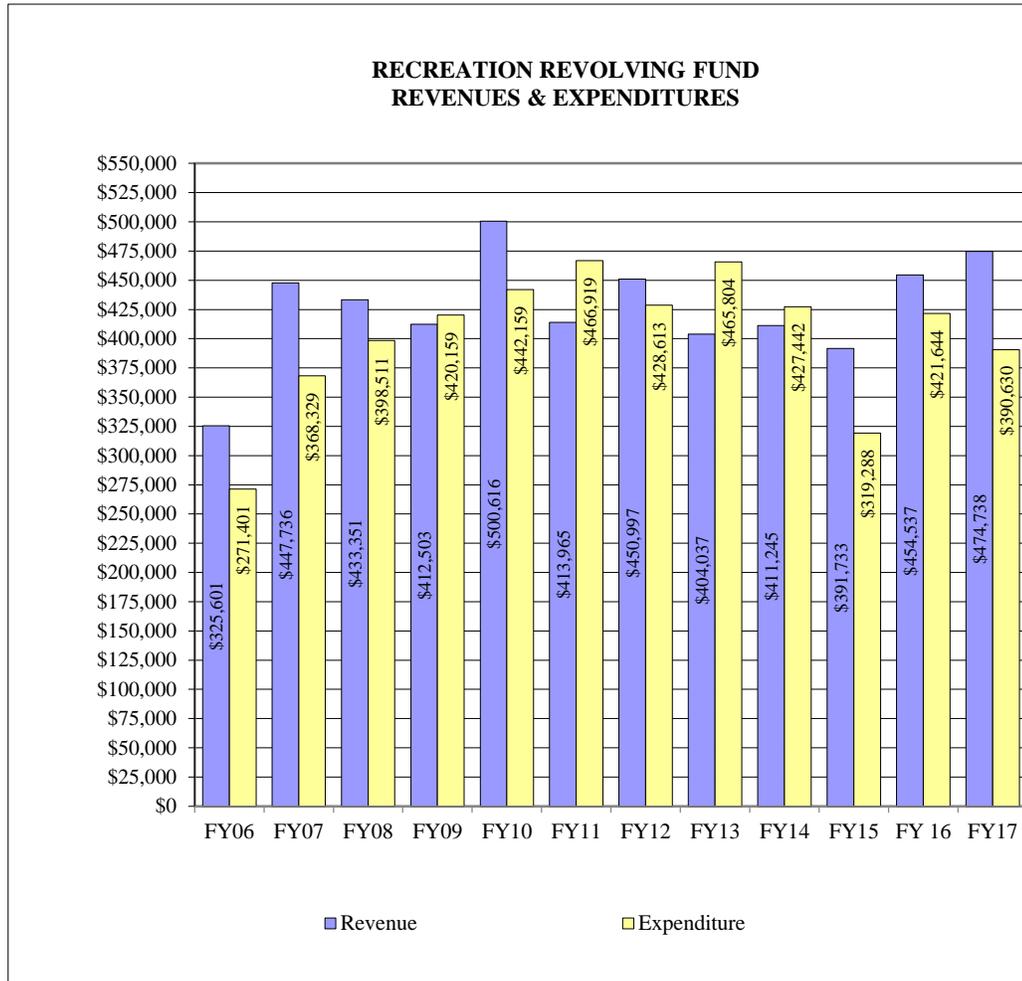
- ◆ Provide a natural resource to residents by:
 - Maintaining the park, field, trails, and courts.
 - Maintaining the water quality at Poms Pond.
 - Upgrading facility structures, playground equipment.
 - Scheduling the complex for outings, events, and programs.
 - Offering both active and passive recreation opportunities.
 - 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 more.
 - Staying current with interactive and dynamic website.
 - Promoting Rec activities through various media outlets, email communications, internet and mailings.
 - Establish a standardized financial aid process.
 - Funding concerts and other special events through sponsorships.
 - Collaborating with the other divisions of the Community Service Department to continue to meet the ever changing needs of Andover residents.

DEPARTMENT OF COMMUNITY SERVICES

RECREATION DIVISION PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$419,172
Most Recent:	\$474,738
Change from Benchmark:	\$55,566
Change from Prior Year:	\$20,201

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.

FY2019 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 and outside agencies to continue to meet the ever changing needs of Andover residents
-
-

DEPARTMENT OF COMMUNITY SERVICES

Division – Youth Services

Our vision for a better community starts with the education and empowerment of youth. With this in mind, Andover Youth Services (AYS) provides the youth and families of Andover with programs that focus on: personal, social, cognitive, and creative competence, vocational awareness, health and physical well-being, leadership and service, and developing social skills. AYS receives ideas and concepts directly from the young people and then empowers the youth to make their ideas happen. By interacting alongside young people, whether it is handing out flyers or creating plans for a new skate park, the programs that AYS creates and implements are immediate reflections of what the youth want and need. At the core of every AYS program is the belief that all young people, given 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 23 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 23 years, AYS has provided hundreds of young people a chance to experience new programs, adventures, and activities with scholarships and sliding scale payment plans. AYS strives to create community-based programs that do not solely rely on fees or revenues. By eliminating financial restrictions, programs and activities become immediately more accessible for youth from all social backgrounds. AYS has relied on contributions from community organizations, local businesses, and corporations to fulfill our low or no fee philosophy.

The healthy growth and development of adolescents relies on families, schools, the health sector, and community organizations working collectively to launch all young people on a successful life course. Young people need organized activities that connect participants to new and challenging experiences that will expand knowledge, promote fitness, and develop increased communication skills and responsibility. 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 15,000 participants in 250 programs and 50 special events in the last year. Additionally, AYS has hosted school and municipal initiatives at the CYC including Global Leadership Conference, 5th & 7th Grade Team Building, AP Testing, Town Public Meetings, Flu Clinics, Elder Services Division programming, and Recreation Division programming. The CYC has become the new Neighborhood and AYS is looking forward to many more positive connections in the coming years.

Youth Services Mission Statement

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

DEPARTMENT OF COMMUNITY SERVICES

FY2019 Objectives

CLASSES, PROGRAMS AND EDUCATIONAL SERVICES

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

SPECIAL PROGRAMS

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

OUTREACH PROGRAMS

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

CORMIER YOUTH CENTER FACILITY

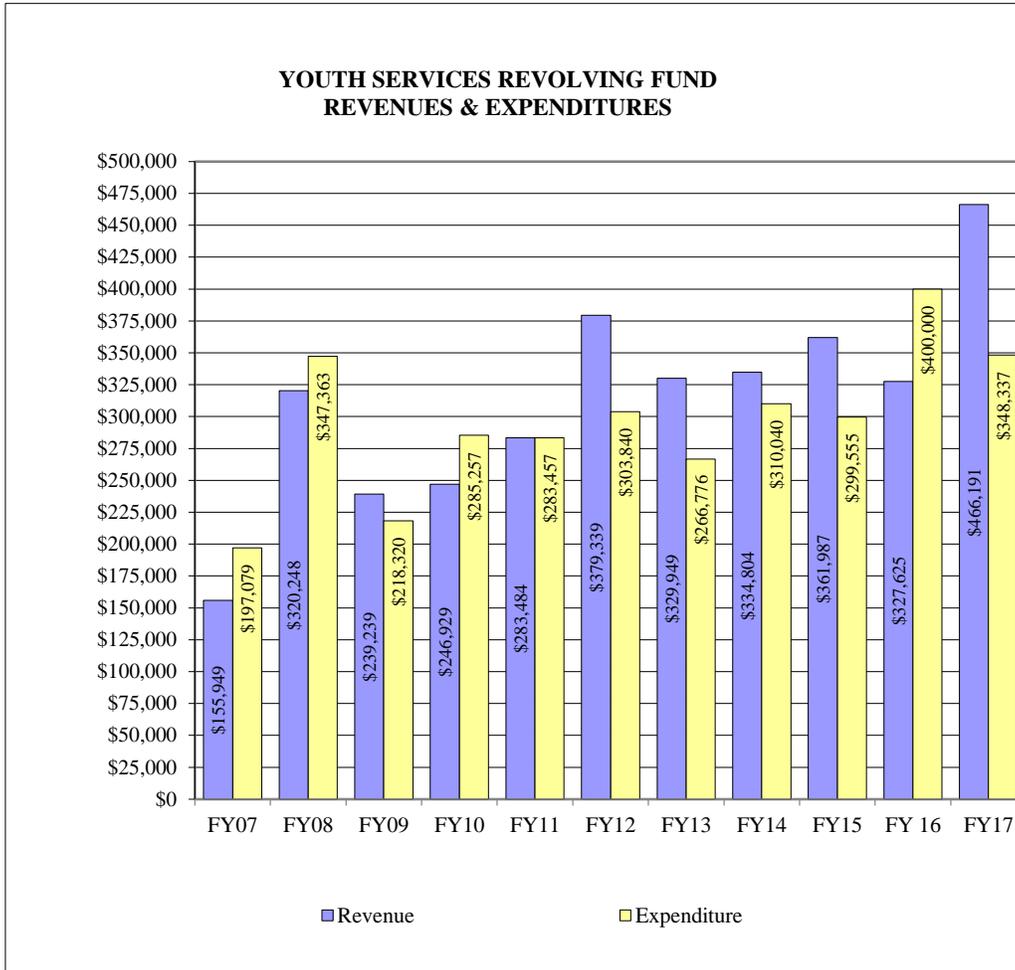
- ◆ Provide a state of the art youth development facility to residents by:
 - Maintaining the facility.
 - Completing the renovations to the facility.
 - Scheduling the facility in coordination with the core goals of the AYS Mission and balance the facility needs of the other divisions within the Community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

ADMINISTRATION

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

DEPARTMENT OF COMMUNITY SERVICES

YOUTH SERVICES DIVISION PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$341,472
Most Recent:	\$466,191
Change from Benchmark:	\$124,719
Change from Prior Year:	\$138,566

DEPARTMENT OF COMMUNITY SERVICES

COMMUNITY SERVICES		FTE	FTE	FTE	REQ	TMREC	TMREC
ADMINISTRATION		FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
	Director of Community Services		1.00	1.00	1.00	1.00	126,929
IE-22	Marketing Director/Recreation Coor				0.25	0.25	20,771
TOTAL ADMINISTRATION			1.00	1.00	1.25	1.25	147,700
RECREATION							
I-26	Recreation Director	1.00	1.00	1.00	1.00	1.00	88,740
I-20	Recreation Coordinator	2.00	2.00	2.00	1.75	1.75	139,267
		3.00	3.00	3.00	2.75	2.75	228,007
<u>Positions funded from program revenues</u>							
I-10	Office Assistant I	1.00	1.00	1.00	1.00	1.00	52,961
I-12	Finance Coordinator	1.00	1.00	1.00	1.00	1.00	50,018
C14	Program Assistant II			1.00	1.00	1.00	57,918
		2.00	2.00	3.00	3.00	3.00	160,897
TOTAL RECREATION		5.00	5.00	6.00	5.75	5.75	388,904
VETERANS SERVICES							
I-22	Director Veterans Services	1.00	1.00	1.00	1.00	1.00	76,992
		1.00	1.00	1.00	1.00	1.00	76,992
YOUTH SERVICES							
I-26	Director of Youth Services	1.00	1.00	1.00	1.00	1.00	100,064
I-24	Assistant Director	1.00	1.00	1.00	1.00	1.00	92,010
I-22	Outreach Worker	1.00	1.00	1.00	1.00	1.00	71,248
I-20	Program Coordinator	1.00	1.00	1.00	1.00	1.00	77,333
		4.00	4.00	4.00	4.00	4.00	340,655
<u>Positions funded by program revenues</u>							
I-14	Program Assistant II	1.00	1.00	1.00	1.00	1.00	55,929
I-12	Office Assistant II			0.52	0.52	0.52	22,858
		1.00	1.00	1.52	1.52	1.52	78,787
TOTAL YOUTH SERVICES		5.00	5.00	5.52	5.52	5.52	419,442
ELDER SERVICES							
I-26	Director of Elder Services	1.00	1.00	1.00	1.00	1.00	95,066
I-22	Outreach Coordinator	1.00	1.00	1.00	1.00	0.90	75,219
I-20	Adult Social Day Care Coordinator	0.50	0.50				
I-20	Program Coordinator	1.00	1.00	1.00	1.00	1.00	59,340
I-16	Executive Secretary	1.00	1.00				
I-14	Intake Asst/Transportation Coor	1.00	1.00	1.00	1.00	1.00	52,919
I-12	Office Assistant II	1.00	1.00				
I-14	Office Assistant III			1.00	1.00	1.00	59,203
I-20	Food Service Coordinator	1.00	1.00	1.00	1.00	1.00	71,970
I-12	Office Assistant II Volunteer Coor	0.55	0.55	0.55	0.55	0.55	30,991
I-12	Outreach Coordinator				0.25	0.25	13,411
I-6	Drivers	1.15	1.15	1.59	1.50	1.50	62,576
I-4	Food Service Worker	0.55	0.55	0.55	0.55	0.55	20,284
		9.75	9.75	8.69	8.85	8.75	540,979
<u>Senior Connections Program (funded by program revenues revolving account))</u>							
I-20	Adult Social Day Care Coordinator	0.50	0.50				2,500
I-20	Day Care Aide				0.15	0.15	10,300
I-12	Outreach Coordinator				0.25	0.25	13,411
I-6	Day Care Aide	1.00	1.00	1.00	1.00	1.00	42,932
I-6	Day Care Aide	0.55	0.55	0.15			
I-6	Driver			0.15	0.15	0.15	7,200
I-4	Food Service Worker			0.27	0.25	0.25	10,142
		2.05	2.05	1.57	1.80	1.80	86,485
TOTAL ELDER SERVICES		11.80	11.80	10.26	10.65	10.55	627,464
TOTAL COMMUNITY SERVICES		22.80	22.80	22.78	22.92	22.82	1,660,502

DEPARTMENT OF COMMUNITY SERVICES

DEPT OF COMMUNITY SERVICES			FY2016	FY2017	FY2018	FY2019	FY2019
			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015441	COMM SERVICES ADMIN SALARIES						
	5110	REG WAGES	-	-	126,840	147,700	147,700
	SUBTOTAL		-	-	126,840	147,700	147,700
015442	COMM SERVICES ADMIN EXPENSES						
	5231	TRANSPORTATION ALLOWAN	-	-	3,000	3,000	3,000
	5710	TRAVEL	-	-	-	500	500
	5715	PROFESSIONAL DEV	-	-	-	1,000	1,000
	5730	DUES/SUBSCRIPTIONS	-	-	-	1,500	1,500
	SUBTOTAL		-	-	3,000	6,000	6,000
	TOTAL COMMUNITY SERVICES AD		-	-	129,840	153,700	153,700

ELDER SERVICES			FY2016	FY2017	FY2018	FY2019	FY2019
COMMUNITY SERVICES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015411	ELDER SERVICES SALARIES						
	5110	REG WAGES	379,339	417,899	361,546	285,579	285,579
	5120	OVERTIME	5,966	965	6,000	2,000	2,000
	5130	PART TIME	237,738	202,471	159,547	255,400	255,400
	5140	SEASONAL	-	-	10,000	10,000	10,000
	5187	RETRO WAGES	26,025	9,529	-	-	-
	SUBTOTAL		649,068	630,864	537,093	552,979	552,979
015412	ELDER SERVICES EXPENSES						
	5206	INSURANCE	-	-	-	-	-
	5220	TELEPHONE	4,052	2,217	2,500	2,500	2,500
	5231	TRANS ALLOWANCE	-	3,000	-	2,400	2,400
	5250	ADVRTSNG	-	-	500	100	100
	5270	PRINTING	1,961	2,917	14,600	14,600	14,600
	5282	REP-OFFICE EQUIP	990	-	990	990	990
	5291	RENT EQUIP	3,372	3,206	1,600	2,600	2,600
	5294	CLOTHING ALLOWANCE	1,136	1,456	3,000	3,000	3,000
	5295	OTHR SVCS	14,000	14,000	15,000	14,000	14,000
	5310	OFFICE SUP	5,449	5,346	6,000	6,000	6,000
	5321	FOOD	102,289	90,881	102,000	102,000	102,000
	5330	OPERATING SUPPLIES	2,953	5,745	-	-	-
	5350	SUPPLIES/EQUIPMENT	-	-	3,000	3,000	3,000
	5355	AUTOMOTIVE	3,696	3,989	5,000	4,000	4,000
	5394	SUPPLIES/BOOKS	-	135	300	300	300
	5395	OTHER COMMODITIES	15,082	11,431	15,000	15,000	15,000
	5710	TRAVEL IN-STATE	2,614	3,557	2,000	2,000	2,000
	5715	PROFESSIONAL DEVELOPMEN	-	304	-	-	-
	5730	DUES/SUBSCRIPTIONS	1,323	1,753	2,500	2,500	2,500
	SUBTOTAL		158,917	149,937	173,990	174,990	174,990
015411	ELDER SERVICES SALARIES						
	5801	FROM FEDERAL GRANTS	(74,471)	(52,575)	(59,000)	(59,000)	(59,000)
	5811	FROM SALE OF SERVICE	(32,618)	(53,662)	(38,000)	(47,000)	(47,000)
	SUBTOTAL		(107,089)	(106,237)	(97,000)	(106,000)	(106,000)
	TOTAL ELDER SERVICES		700,896	674,564	614,083	621,969	621,969

DEPARTMENT OF COMMUNITY SERVICES

RECREATION							
COMMUNITY SERVICES							
016301	RECREATION SALARIES						
	5110	REG WAGES	217,536	229,641	242,169	228,007	228,007
	5120	OVERTIME	-	-	700	700	700
	5140	SEASONAL	233,812	273,796	297,480	297,480	297,480
	5187	RETRO WAGES	9,774	4,318	-	-	-
	SUBTOTAL		461,122	507,755	540,349	526,187	526,187
016302	RECREATION EXPENSES						
	5211	ELECTRICITY	5,008	5,412	5,900	5,000	5,000
	5220	TELEPHONE	5,058	4,075	3,300	3,500	3,500
	5225	POSTAGE	6,460	6,487	6,600	6,600	6,600
	5231	TRANS ALLOWANCE	1,560	1,560	1,560	2,400	2,400
	5270	PRINTING	-	31	-	-	-
	5282	REP-OFFICE EQUIP	3,286	1,946	2,200	2,200	2,200
	5295	OTHR SVCS	174,220	182,954	175,000	170,000	170,000
	5310	OFFICE SUPPLIES	4,458	4,526	5,000	5,000	5,000
	5370	SUPPLIES CONSTRUCTION	10,140	9,753	9,550	11,000	11,000
	5392	SUPPLIES RECREATION	31,235	14,418	30,000	30,000	30,000
	5504	TECHNOLOGY	6,826	7,076	7,000	10,000	10,000
	5710	TRAVEL IN-STATE	3,090	2,744	3,345	3,000	3,000
	5730	DUES/SUBSCRIPTIONS	1,158	1,122	1,165	2,500	2,500
	SUBTOTAL		252,499	242,104	250,620	251,200	251,200
016301	RECREATION SALARIES						
	5811	FROM SALE OF SERVICE					
	SUBTOTAL		(521,759)	(550,625)	(582,930)	(583,510)	(583,510)
			(521,759)	(550,625)	(582,930)	(583,510)	(583,510)
	TOTAL COMMUNITY SERVICES		191,862	199,234	208,039	193,877	193,877

VETERANS SERVICES			FY2016	FY2017	FY2018	FY2019	FY2019
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015431	VETERANS SERVICES SALARIES						
	5110	REG WAGES	77,053	80,397	70,286	76,992	76,992
	5130	PART TIME	3,586	1,452	-	-	-
	5140	SEASONAL	-	-	5,000	5,000	5,000
	5187	RETRO WAGES	3,488	1,490	-	-	-
	SUBTOTAL		84,127	83,339	75,286	81,992	81,992
015432	VETERANS SERVICES EXPENSES						
	5270	PRINTING	-	65	-	-	-
	5231	TRANS ALLOWANCE	-	-	-	1,200	1,200
	5295	OTHR SVCS	99,207	71,034	100,000	85,000	85,000
	5310	OFFICE SUP	99	75	100	100	100
	5395	OTH COMM	75	-	75	75	75
	5710	TRAVEL	1,339	211	1,850	650	650
	5730	DUES/SUBSCRIPTIONS	438	1,202	450	500	500
	SUBTOTAL		101,158	72,587	102,475	87,525	87,525
	TOTAL VETERANS SERVICES		185,285	155,926	177,761	169,517	169,517

DEPARTMENT OF COMMUNITY SERVICES

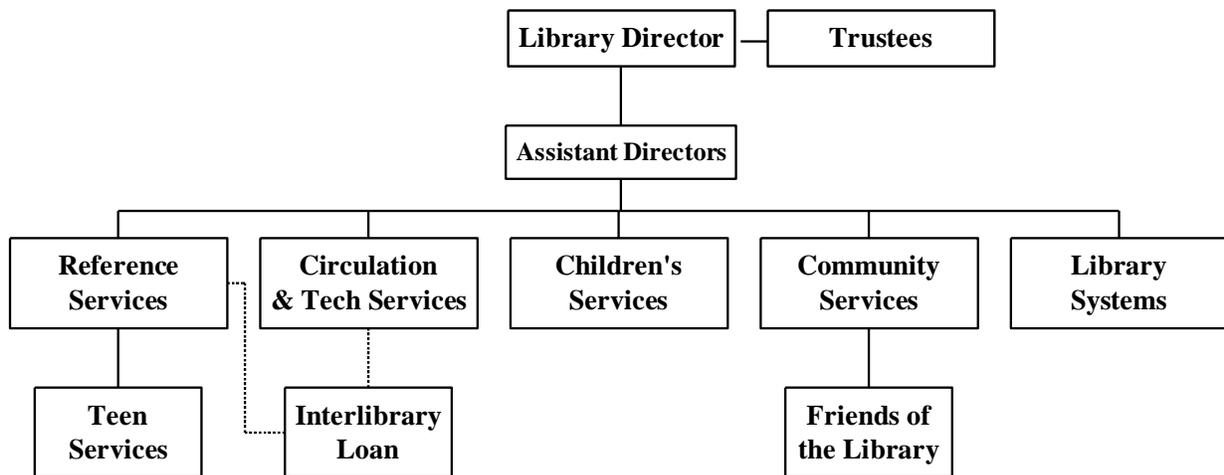
YOUTH SERVICES		FY2016	FY2017	FY2018	FY2019	FY2019
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015421	YOUTH SERVICES SALARIES					
	5110 REG WAGES	307,203	314,908	330,941	340,655	340,655
	5130 PART TIME	11,040	3,148	-	-	-
	5140 SEASONAL	41,305	46,523	55,222	63,222	63,222
	5187 RETRO WAGES	13,435	5,989	-	-	-
	SUBTOTAL	372,983	370,568	386,163	403,877	403,877
015422	YOUTH SERVICES EXPENSES					
	5211 ELECTRICITY	23,027	1,803	31,000	31,000	31,000
	5212 NATURAL GAS	11,205	8,005	18,000	18,000	18,000
	5220 TELEPHONE	3,596	2,943	3,300	3,300	3,300
	5225 POSTAGE	96	61	200	200	200
	5231 TRANS ALLOWANCE	2,400	2,400	2,400	2,400	2,400
	5250 ADVERTISING	-	1,000			
	5270 PRINTING	5,997	4,384	5,000	5,000	5,000
	5292 RENTAL/FACILITIES	4,785	4,067	1,500	3,000	3,000
	5295 OTHR SVCS	10,771	8,721	10,500	10,500	10,500
	5310 OFFICE SUPPLIES	6,207	6,412	7,000	7,000	7,000
	5321 FOOD	12,930	22,014	13,000	15,000	15,000
	5355 AUTOMOTIVE FUEL	8,066	4,067	8,000	8,000	8,000
	5370 SUPPLIES CONSTRUCTION	4,768	4,518	5,000	5,000	5,000
	5392 SUPPLIES RECREATION	13,207	9,746	11,000	11,000	11,000
	5710 TRAVEL IN-STATE	1,386	198	1,400	1,400	1,400
	5715 PROFESSIONAL DEV	-	-	2,000	500	500
	5730 DUES/SUBSCRIPTIONS	728	85	100	100	100
	SUBTOTAL	109,169	80,424	119,400	121,400	121,400
56640	YOUTH SERVICES EXPENSES					
	SALES OF SERVICE	-	-	(4,482)	(4,482)	(4,482)
	AYF GIFT	-	(22,000)	(22,000)	(22,000)	(22,000)
		-	(22,000)	(26,482)	(26,482)	(26,482)
	TOTAL YOUTH SERVICES	482,152	428,992	479,081	498,795	498,795

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, information technology, and online services, approximately 1,000 people per day are counted going into the library. The library circulates approximately 520,000 items per year.

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

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

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

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

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

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

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

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

MEMORIAL HALL LIBRARY

Vision Statement

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

FY2019 Objectives and Action Items

OVERALL OBJECTIVES

- ◆ Work on the FY18/FY19 Action Items in our *Five Year Strategic Plan*
- ◆ Formalize new customer service protocols and train staff on the new protocols
- ◆ Cooperate with Town P&F on FY19 CIP articles (new generator, repair of stone walls)
- ◆ Implement new features in the Sirsi-Dynix integrated library automation system
- ◆ Prioritize cooperative ventures with other Town departments
- ◆ Respond to the changing needs of Andover citizens, in terms of materials, services, space and programming

ADMINISTRATION/INFORMATION SERVICES/LIBRARY SYSTEMS

- ◆ Interface with Town P&F on implementing suggestions of the disability audit report
- ◆ Complete the renovation of the LL bathrooms, CR bathrooms, and front lobby/doors/steps
- ◆ Refresh Memorial Hall with new paint and draperies
- ◆ Continue digitizing and indexing local newspapers currently on microfilm
- ◆ Take a leadership role in cooperative initiatives with MVLC related to shared electronic services
- ◆ Develop a controlled access MakerSpace on the Ground Level
- ◆ Grow our *Library of Things*
- ◆ Deploy a *Book Bike* to bring the library to people outside of the library

CIRCULATION/ TECHNICAL SERVICES/INTERLIBRARY LOAN

- ◆ Implement mobile circ
- ◆ Implement the new Serials module
- ◆ Work with tech staff to implement new self-checkout computers with scanners that can read cell phones

TEEN SERVICES

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

CHILDREN'S SERVICES

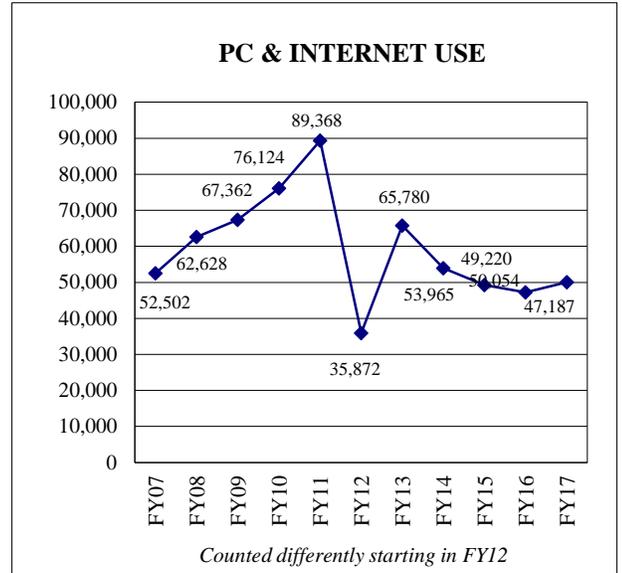
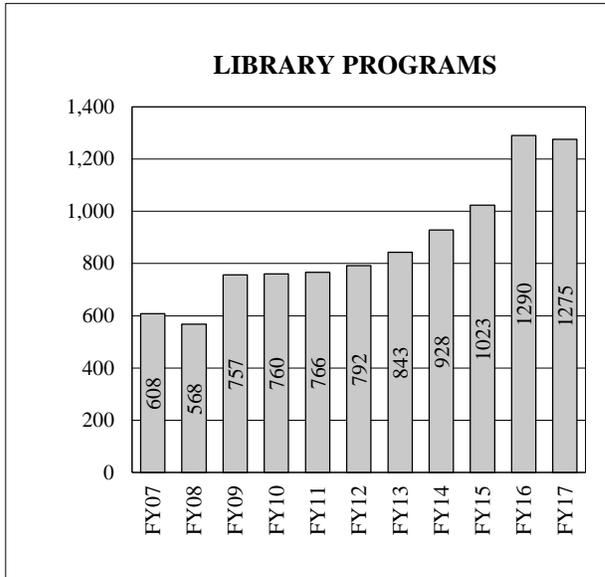
- ◆ Deploy staff to better serve the increased numbers of families using the Children's Room
- ◆ Create a Story Walk in town, ending at the library
- ◆ Promote wellness programming like meditation/yoga for kids, movement programs, etc.

COMMUNITY SERVICES

- ◆ Continue to improve use of Social Media to promote library services
 - ◆ Work closely with community groups seeking to improve the downtown and develop the HMD
 - ◆ Collaborate extensively with other Town departments and organizations
 - ◆ Prioritize use of Memorial Hall for large public meetings
-
-

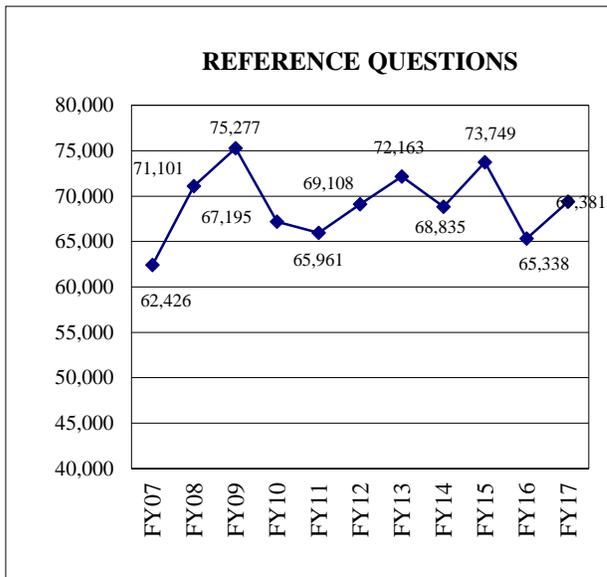
MEMORIAL HALL LIBRARY

LIBRARY PERFORMANCE STATISTICS

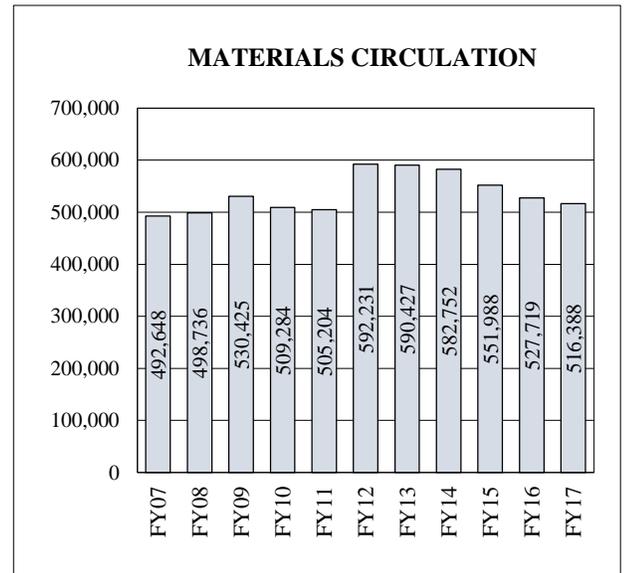


Benchmark (prior 3-yr avg):	1,080
Most Recent:	1,275
Change from Benchmark:	195
Change from Prior Year:	-15

Benchmark (prior 3-yr avg):	50,124
Most Recent:	50,054
Change from Benchmark:	-70
Change from Prior Year:	2,867



Benchmark (prior 3-yr avg):	69,307
Most Recent:	69,381
Change from Benchmark:	74
Change from Prior Year:	4,043



Benchmark (prior 3-yr avg):	554,153
Most Recent:	516,388
Change from Benchmark:	-37,765
Change from Prior Year:	-11,331

MEMORIAL HALL LIBRARY

MEMORIAL HALL LIBRARY		FTE	FTE	FTE	REC	TMREC	TMREC
<u>Full Time</u>		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2019</u>
M-2	Library Director	1.0	1.0	1.0	1.0	1.0	121,830
IE-26	Assistant Library Director	1.0	1.0	1.0	1.0	1.0	90,814
IE-26	Coordinator Technical & Circulation Svcs	1.0	1.0	1.0	1.0	1.0	94,520
IE-24	Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	182,712
IE-24	Library Systems Coordinator	1.0	1.0	1.0	1.0	1.0	73,750
IE-20	Librarian	6.0	8.0	8.0	8.0	8.0	589,032
IE-20	Comm.Services Librarian	1.0	1.0	1.0	1.0	1.0	74,390
IE-18	Acquisitions Head	1.0	1.0	1.0	1.0	1.0	61,706
IE-16	Executive Secretary	1.0	1.0	1.0	1.0	1.0	68,643
IE-14	Library Asst II	2.0	2.0	2.0	2.0	2.0	122,571
IE-12	Library Assistant	3.0	2.0	2.0	2.0	2.0	107,066
	Unclassified						15,370
		20.0	21.0	21.0	21.0	21.0	1,602,404
<u>Part Time</u>							
IE-20	Librarians	1.8	0.6	0.6	0.6	0.6	46,933
IE-12	Library Assistant	4.8	5.3	5.3	5.3	5.3	312,743
	Pages and Aides						121,000
		6.6	5.9	5.9	5.9	5.9	480,676
GRAND TOTAL		26.6	26.9	26.9	26.9	26.9	2,083,080

MEMORIAL HALL LIBRARY

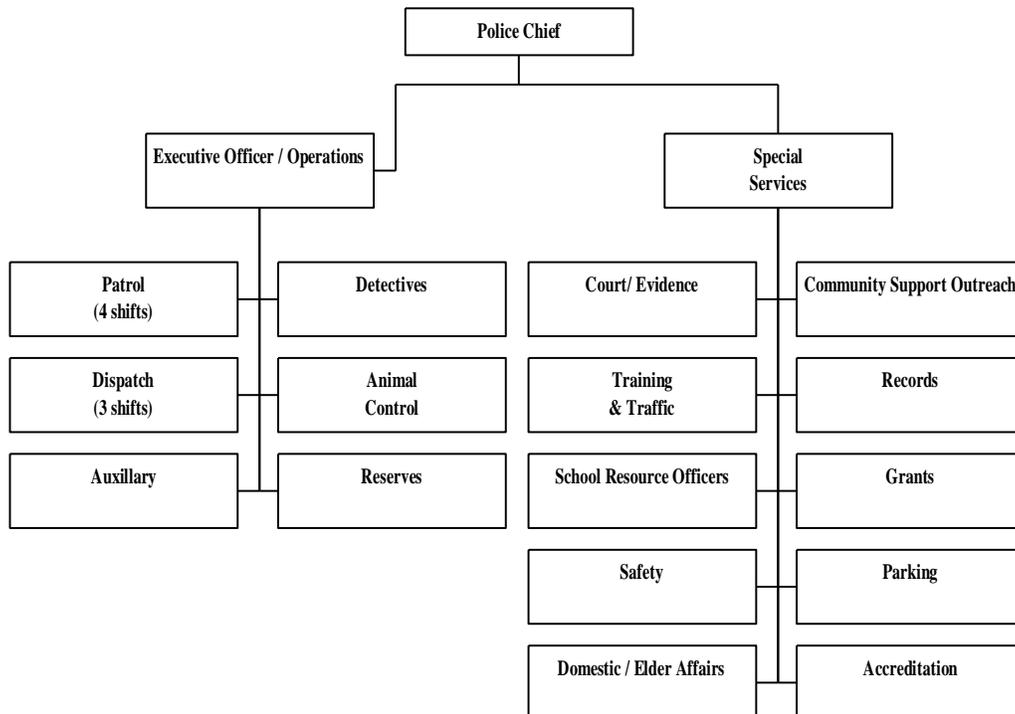
MEMORIAL HALL LIBRARY		FY2016	FY2017	FY2018	FY2019	FY2019
LIBRARY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016101	LIBRARY SALARIES					
	5110 REG WAGES	1,466,160	1,470,498	1,547,353	1,602,404	1,602,404
	5120 OVERTIME	51,215	67,200	71,020	80,000	80,000
	5130 PART TIME	477,660	526,224	459,074	480,676	480,676
	5187 RETRO WAGES	84,155	-	-	-	-
	SUBTOTAL	2,079,190	2,063,922	2,077,447	2,163,080	2,163,080
016102	LIBRARY EXPENSES					
	5211 ELECTRICITY	85,978	107,325	77,325	77,325	77,325
	5213 NATURAL GAS/OIL	20,487	30,000	30,000	27,000	27,000
	5220 TELEPHONE	5,822	4,000	4,000	4,000	4,000
	5225 POSTAGE	5,374	5,000	5,000	4,000	4,000
	5270 PRINTING	933	1,000	1,000	1,000	1,000
	5282 REP-OFFICE EQUIP	4,623	7,000	7,000	7,000	7,000
	5284 REP-COMPUTERS	86,636	87,250	91,500	85,687	85,687
	5295 OTHR SVCS	3,939	4,000	4,000	10,000	10,000
	5310 OFFICE SUPPLIES	3,849	4,000	4,000	4,500	4,500
	5330 SUPPLIES/BUILDING	24,047	24,000	24,000	25,000	25,000
	5350 SUPPLIES/EQUIPMENT	17,257	17,500	17,500	15,000	15,000
	5391 SUPPLIES/DATA PROC	1,045	-	-	-	-
	5394 SUPPLIES/BOOKS	331,951	330,000	340,000	350,000	350,000
	5430 OTHER EQUIPMENT	56,374	49,000	49,000	54,000	54,000
	5710 TRAVEL IN-STATE	1,314	1,500	1,500	1,500	1,500
	SUBTOTAL	649,629	671,575	655,825	666,012	666,012
	TOTAL LIBRARY	2,728,819	2,735,497	2,733,272	2,829,092	2,829,092

POLICE DEPARTMENT



Mission Statement

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



POLICE DEPARTMENT

Department Description

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

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

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

OPERATIONS DIVISION:

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

Specialized Patrol Units

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

POLICE DEPARTMENT

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

SPECIAL SERVICES DIVISION:

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

EMERGENCY MANAGEMENT:

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

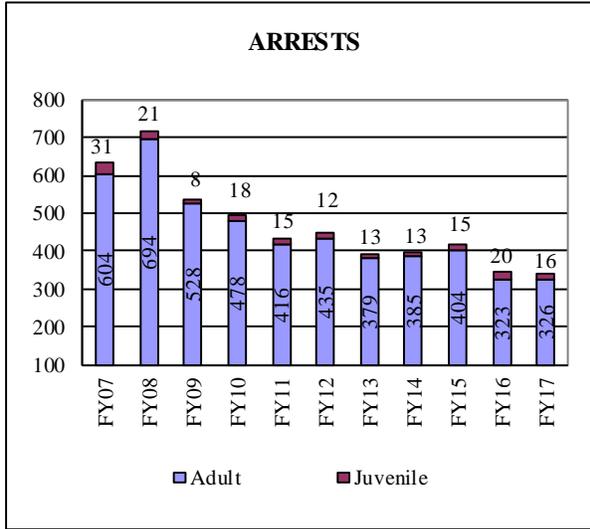
POLICE DEPARTMENT

FY2019 Objectives

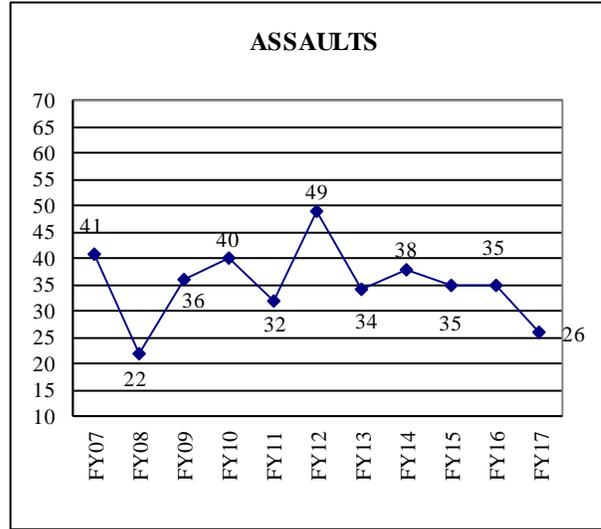
- ◆ To develop and maintain programs aimed at crime prevention.
- ◆ To provide for positive enforcement measures against established criminal activities.
- ◆ To maintain our current, and expand community policing programs within the community.
- ◆ To facilitate a proper response to all calls for service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

POLICE DEPARTMENT

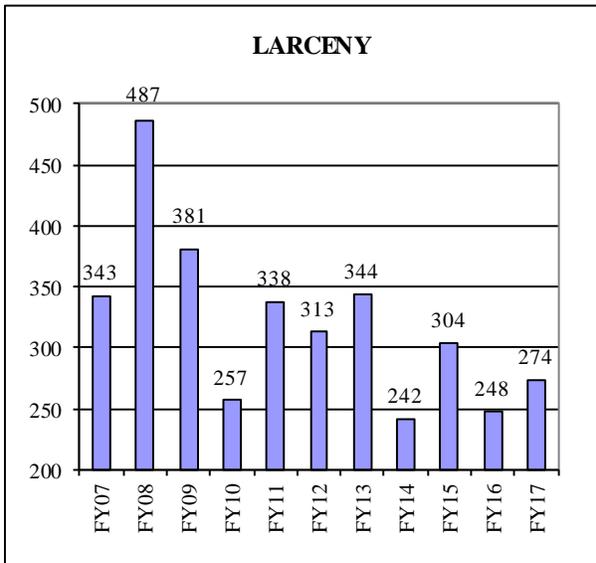
POLICE PERFORMANCE STATISTICS



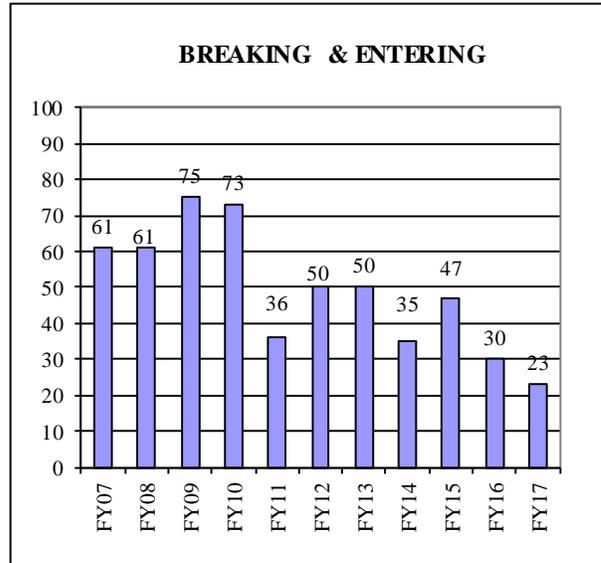
Benchmark - Adult (prior 3-yr avg):	371
Most Recent:	326
Change from Benchmark:	-45
Change from Prior Year:	3



Benchmark (prior 3-yr avg):	36
Most Recent:	26
Change from Benchmark:	-10
Change from Prior Year:	-9



Benchmark (prior 3-yr avg):	265
Most Recent:	274
Change from Benchmark:	9
Change from Prior Year:	26



Benchmark (prior 3-yr avg):	37
Most Recent:	23
Change from Benchmark:	-14
Change from Prior Year:	-7

POLICE DEPARTMENT

POLICE DEPARTMENT	FTE <u>FY2016</u>	FTE <u>FY2017</u>	FTE <u>FY2018</u>	REQ <u>FY2019</u>	TMREC <u>FY2019</u>
Chief of Police (M-3)	1.00	1.00	1.00	1.00	175,930
Lieutenant (R)	6.00	6.00	6.00	6.00	830,972
Sergeant (Q)	8.00	8.00	8.00	8.00	829,417
Patrol Officers * (P)	37.00	37.00	37.00	37.00	3,084,509
School Patrol Officer ** (P)	1.00	1.00	1.00	1.00	69,058
Less Andover School Contribution					(47,809)
Office Assistant II (I-12)	1.00	1.00	1.00	1.00	56,577
Office Assistant III (I-16)	1.00	1.00	1.00	1.00	68,337
Executive Assistant (I-18)	1.00	1.00	1.00	1.00	65,230
Records Clerk (I-12)	2.00	2.00	2.00	2.00	120,138
Community Support Coordinator (I-26)	1.00	1.00	1.00	1.00	92,865
Unclassified					210,891
	59.00	59.00	59.00	59.00	5,556,115
<u>Part-Time</u>					
Alternative Sentencing Program					
Office Asst II (Full-time FY15)					
New Horizons after school program	0.5	0.5	0.5		
Reserve Officers					17,000
Matrons					3,000
	0.5	0.5	0.5	0.0	20,000
<u>CENTRAL DISPATCHING</u>					
Dispatch Supervisor (D2)	1.0	1.0	1.0	1.0	75,134
Dispatcher (D1)	10.0	10.0	10.0	10.0	652,814
Reserve Dispatchers					35,000
	11.0	11.0	11.0	11.0	762,948
<u>ANIMAL CONTROL</u>					
Animal Control Officer (I-16)	1.0	1.0	1.0	1.0	71,035
	1.0	1.0	1.0	1.0	71,035
<u>PARKING CONTROL</u>					
Parking Control Supervisor (I-14)	1.0	1.0	1.0	1.0	65,752
Parking Control Assistant (I-10)	0.5	0.5	0.5	0.5	20,931
	1.5	1.5	1.5	1.5	86,683
GRAND TOTAL	73.0	73.0	73.0	72.5	6,496,781

POLICE DEPARTMENT

POLICE DEPARTMENT			FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012101	POLICE	DEPT SALARIES					
	5110	REG WAGES	5,055,506	5,342,566	5,507,883	5,556,115	5,556,115
	5111	ILD INJURED ON DUTY	85,268	-	-	-	-
	5123	MISC OT	941,496	860,000	935,160	920,000	920,000
	5125	COURT DUTY	86,193	100,000	80,000	70,000	70,000
	5127	INVESTIGATIONS	15,596	12,000	16,000	16,000	16,000
	5130	PART TIME	33,071	62,924	50,000	20,000	20,000
	5187	RETRO WAGES	197,035	-	-	-	-
	SUBTOTAL		6,414,165	6,377,490	6,589,043	6,582,115	6,582,115
012102	POLICE	DEPT EXPENSES					
	5211	ELECTRIC	129,968	141,000	101,000	101,000	101,000
	5213	NATURAL GAS/OIL	44,943	50,000	50,000	50,000	50,000
	5220	TELEPHONE	62,619	35,000	35,000	35,000	35,000
	5225	POSTAGE	4,942	5,000	5,000	5,000	5,000
	5285	REP/OTHER EQUIP	121,142	142,000	145,500	151,705	151,705
	5287	REPAIRS/RADIO EQUIP	111,403	88,000	88,000	88,000	88,000
	5291	EQUIPMENT RENTAL	36,480	35,600	35,600	35,600	35,600
	5294	CLOTHING ALLOWANCE	83,560	76,200	76,200	76,200	76,200
	5295	OTHR SVCS	74,709	65,500	65,500	65,500	65,500
	5296	MEDICAL EXPENSES	31,092	25,000	32,000	32,000	32,000
	5310	OFFICE SUPPLIES	8,957	10,000	10,000	10,000	10,000
	5350	OPERATING SUPPLIES	59,207	85,000	85,000	85,000	85,000
	5355	AUTOMOTIVE FUEL	62,400	111,000	81,000	81,000	81,000
	5395	OTHER COMMODITIES	49,553	66,000	77,500	77,500	77,500
	5410	MACHINERY/EQUIPMENT	42,382	42,500	48,500	48,500	48,500
	5710	TRAVEL	726	2,000	3,600	3,600	3,600
	5716	ACADEMY TRAINING	-	-	-	8,000	8,000
	5715	PROFESSIONAL DEV	16,218	17,000	20,000	20,000	20,000
	5730	DUES/SUBSCRIPTIONS	17,238	17,000	18,000	18,000	18,000
	SUBTOTAL		957,539	1,013,800	977,400	991,605	991,605
012101	POLICE	DEPT SALARIES					
	5811	FROM SALE OF SERVICE	(107,397)	(97,195)	(75,000)	(90,000)	(90,000)
	5831	FROM RESERVE FUNDS	(59,474)	(82,047)	(40,000)	-	-
	SUBTOTAL		(166,871)	(179,242)	(115,000)	(90,000)	(90,000)
TOTAL POLICE DEPARTMENT			7,204,833	7,212,048	7,451,443	7,483,720	7,483,720

POLICE DEPARTMENT

POLICE CENTRAL DISPATCH		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012151	CENTRAL DISPATCH SALARIES					
	5110 REG WAGES	669,032	705,523	695,779	727,948	727,948
	5123 MISC OT	102,445	110,000	110,000	112,000	112,000
	5130 PART TIME	23,608	35,000	35,000	35,000	35,000
	5187 RETRO WAGES	12	-	-	-	-
	SUBTOTAL	795,097	850,523	840,779	874,948	874,948
012152	CENTRAL DISPATCH EXPENSES					
	5285 REP/OTHER EQUIP	2,878	2,500	2,500	2,500	2,500
	5287 REPAIRS/RADIO EQUIP	4,350	5,000	5,000	5,000	5,000
	5291 EQUIPMENT RENTAL	12,046	5,000	5,000	5,000	5,000
	5294 CLOTHING ALLOWANCE	4,919	5,500	5,500	5,500	5,500
	5310 OFFICE SUPPLIES	431	500	500	500	500
	5350 OPERATING SUPPLIES	4,910	5,860	6,000	6,000	6,000
	5420 OFFICE EQUIPMENT	1,386	1,502	1,502	1,502	1,502
	5715 PROFESSIONAL DEVELOPMENT	660	1,200	3,000	3,000	3,000
	SUBTOTAL	31,580	27,062	29,002	29,002	29,002
	TOTAL POLICE CENTRAL DISPATCH	826,677	877,585	869,781	903,950	903,950

POLICE ANIMAL CONTROL		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012161	POLICE ANIMAL CONTROL SALARIES					
	5110 REG WAGES	65,870	67,535	69,645	71,035	71,035
	5120 OVERTIME	2,735	3,000	3,625	10,000	10,000
	5187 RETRO WAGES	3,231	-	-	-	-
	SUBTOTAL	71,836	70,535	73,270	81,035	81,035
012162	POLICE ANIMAL CONTROL EXPENSES					
	5294 CLOTHING ALLOWANCE	932	1,000	1,000	1,000	1,000
	5295 OTHER SERV	6,743	5,000	5,000	5,000	5,000
	5310 OFFICE SUPPLIES	-	300	300	300	300
	5350 OPERATING SUPPLIES	1,079	1,000	1,000	1,000	1,000
	SUBTOTAL	8,754	7,300	7,300	7,300	7,300
	TOTAL POLICE ANIMAL CONTROL	80,590	77,835	80,570	88,335	88,335

POLICE DEPARTMENT

POLICE EMERGENCY PREPAREDNESS			FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012171	EMERGENCY PREP SALARIES						
	5130	PART TIME	1,513	1,500	1,550	1,550	1,550
	SUBTOTAL		<u>1,513</u>	<u>1,500</u>	<u>1,550</u>	<u>1,550</u>	<u>1,550</u>
012172	POLICE - EMERGENCY PREP EXPENSES						
	5220	TELEPHONE	649	564	700	700	700
	5310	OFFICE SUPPLIES	-	300	300	300	300
	5350	OPERATING SUPPLIES	-	2,500	2,500	2,500	2,500
	5360	REPAIR PARTS/EQUIP	16,916	17,000	17,000	17,000	17,000
	SUBTOTAL		<u>17,565</u>	<u>20,364</u>	<u>20,500</u>	<u>20,500</u>	<u>20,500</u>
	TOTAL POLICE EMERGENCY PREP		19,078	21,864	22,050	22,050	22,050

POLICE PARKING CONTROL			FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012181	PARKING CONTROL SALARIES						
	5110	REG WAGES	56,492	58,463	59,733	65,752	65,752
	5120	OVERTIME	369	1,500	1,240	1,200	1,200
	5130	PART TIME	18,964	19,590	21,663	20,931	20,931
	5187	RETRO WAGES	3,413	-	-	-	-
	SUBTOTAL		<u>79,238</u>	<u>79,553</u>	<u>82,636</u>	<u>87,883</u>	<u>87,883</u>
012182	PARKING CONTROL EXPENSES						
	5206	INSURANCE	15,387	-	-	-	-
	5294	CLOTHING ALLOWANCE	1,185	1,000	1,000	1,000	1,000
	5310	OFFICE SUPPLIES	30,595	20,000	20,000	20,000	20,000
	5350	OPERATING SUPPLIES	24,121	30,000	30,000	30,000	30,000
	SUBTOTAL		<u>71,288</u>	<u>51,000</u>	<u>51,000</u>	<u>51,000</u>	<u>51,000</u>
012181	PARKING CONTROL SALARIES						
	5831	FROM RESERVE FUNDS	(79,238)	(76,953)	(79,816)	(87,883)	(87,883)
	SUBTOTAL		<u>(79,238)</u>	<u>(76,953)</u>	<u>(79,816)</u>	<u>(87,883)</u>	<u>(87,883)</u>
012182	PARKING CONTROL EXPENSES						
	5831	FROM RESERVE FUNDS	(71,288)	(51,000)	(51,000)	(51,000)	(51,000)
	SUBTOTAL		<u>(71,288)</u>	<u>(51,000)</u>	<u>(51,000)</u>	<u>(51,000)</u>	<u>(51,000)</u>
	TOTAL PARKING CONTROL		-	2,600	2,820	-	-

FIRE RESCUE



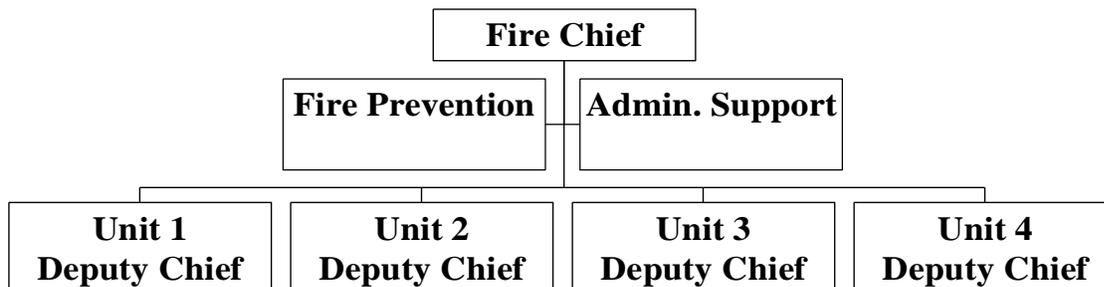
Mission Statement

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.

FY2019 Objectives

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

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

FIRE RESCUE

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 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 Station #3.

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

- ◆ Analyze methods of which to retain all current personnel and staffing.
- ◆ Continue to utilize new employee evaluation and skills program.
- ◆ Provide educational opportunities to all personnel seeking professional development.
- ◆ Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education opportunities.
- ◆ Request 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.
- ◆ Develop the Andover Fire Rescue Citizens Academy.
- ◆ Deliver risk prevention education programming within the schools.
- ◆ Develop and implement programming for target groups such as the elderly and adolescents.
- ◆ Continue to apply and receive grant funding for fire prevention and injury risk program delivery.

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

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

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

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

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

- ◆ Maintain capital replacement program for all apparatus and staff vehicles.
- ◆ 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.

FIRE RESCUE

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.
- ◆ Obtain Class V ambulance licensing for Engine 2.
- ◆ Continue with the customer service survey program.
- ◆ Sustain EMS Quality Assurance and Training program.
- ◆ Investigate additional EMS revenue streams to include the introduction of ALS and non-emergent in home patient care in conjunction with our affiliate hospital.
- ◆ Continue to implement EMS Standard Operating Guidelines.
- ◆ Develop a plan to provide increased EMS coverage for large scale events.

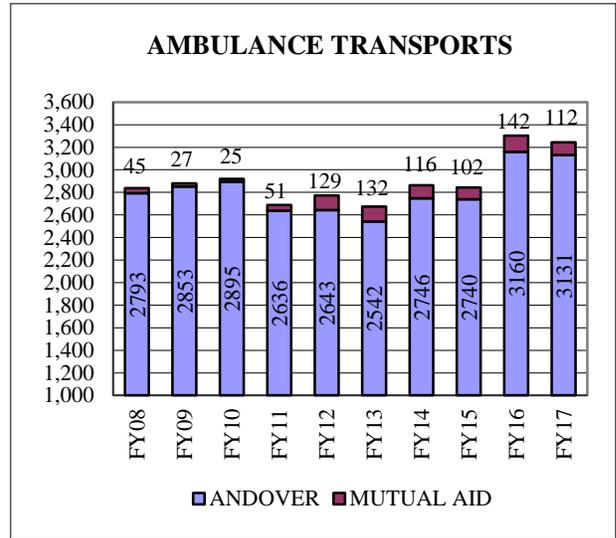
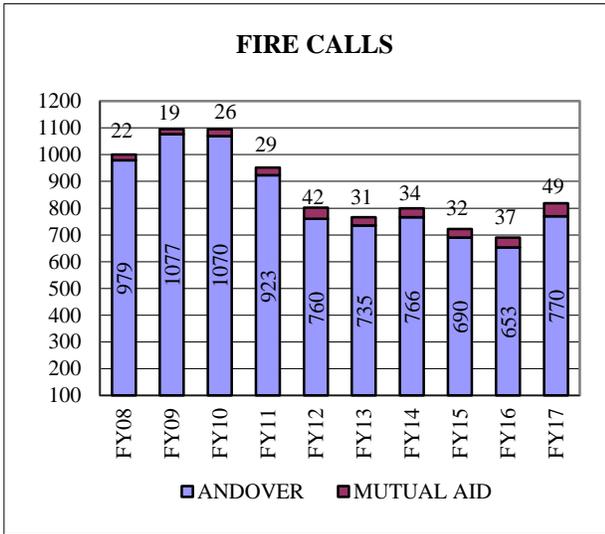
Water Supply – A plan in which to increase the capability and reliability of the current water supply system in an effort to reduce potential fire loss within the community.

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

		FTE	FTE	FTE	REQ	TMREC	TMREC
		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2019</u>
FIRE-RESCUE							
M-3	Fire Chief	1.0	1.0	1.0	1.0	1.0	159,289
I-16	Executive Secretary	1.0	1.0	1.0	1.0	1.0	73,794
I-12	Office Assistant II	1.0	1.0	1.0	1.0	1.0	61,246
H	Deputy Chief	4.0	4.0	4.0	4.0	4.0	524,117
G	Lieutenant	13.0	13.0	13.0	13.0	13.0	1,320,570
F	Firefighter *	52.0	52.0	52.0	52.0	52.0	4,134,131
	Unclassified						204,535
GRAND TOTAL		72.0	72.0	72.0	72.0	72.0	6,477,682

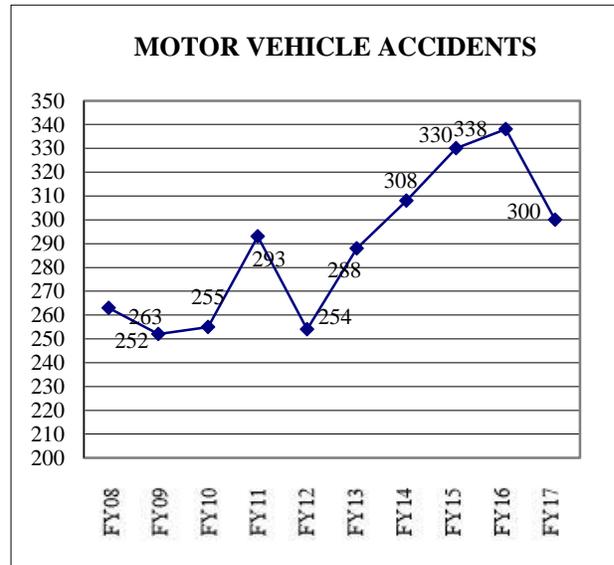
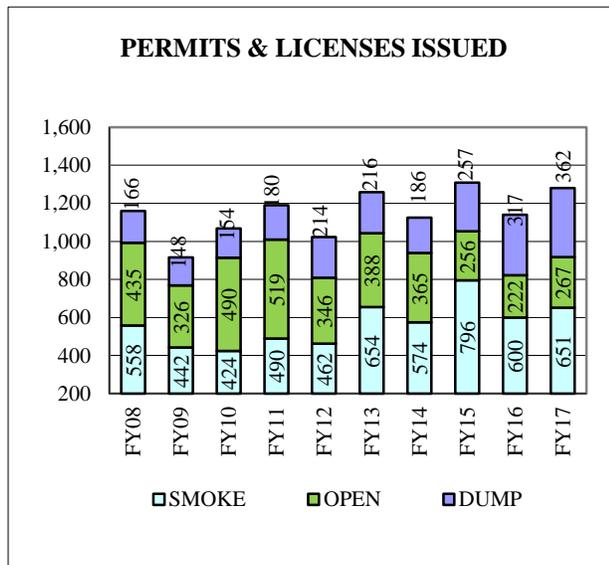
FIRE RESCUE

FIRE RESCUE PERFORMANCE STATISTICS



Benchmark - Andover (prior 3-yr avg):	744
Most Recent:	866
Change from Benchmark:	122
Change from Prior Year:	47

Benchmark - Andover (prior 3-yr avg):	3129
Most Recent:	3338
Change from Benchmark:	209
Change from Prior Year:	95



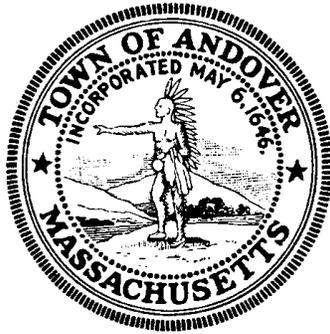
Benchmark - Total (prior 3-yr avg):	1243
Most Recent:	1473
Change from Benchmark:	230
Change from Prior Year:	193

Benchmark (prior 3-yr avg):	325
Most Recent:	300
Change from Benchmark:	-25
Change from Prior Year:	-38

FIRE RESCUE

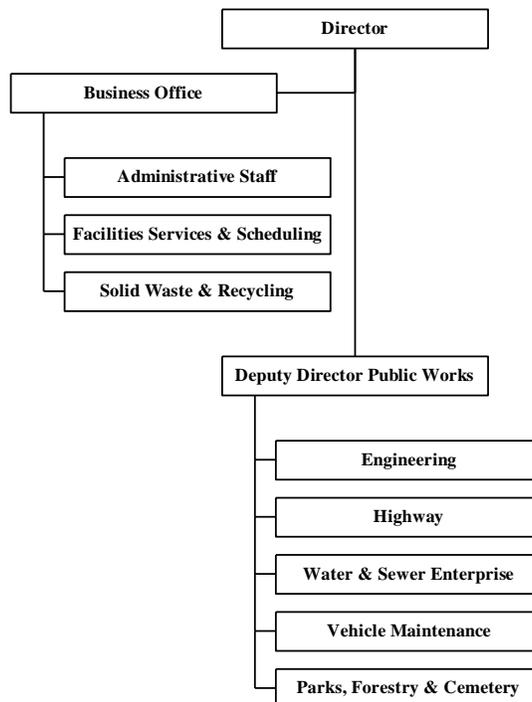
FIRE RESCUE DEPARTMENT			FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012201	FIRE RESCUE SALARIES						
	5110	REG WAGES	5,777,423	5,664,472	5,992,930	6,477,682	6,477,682
	5111	ILD INJURED ON DUTY	53,368	53,209	-	-	-
	5123	OVERTIME	933,940	1,099,913	1,100,000	1,200,000	1,200,000
	5151	LADDER AIDE OVERTIME	-	-	45,565	400,000	100,000
	5187	RETRO WAGES	11,628	5,583	-	-	-
	5189	UNCLASSIFIED PAY	-	-	-	-	-
	SUBTOTAL		<u>6,776,359</u>	<u>6,823,177</u>	<u>7,138,495</u>	<u>8,077,682</u>	<u>7,777,682</u>
012202	FIRE RESCUE EXPENSES						
	5211	ELECTRIC	16,421	15,877	10,838	11,500	11,500
	5213	NATURAL GAS /OIL	9,662	10,720	8,000	10,000	10,000
	5220	TELEPHONE	14,188	12,253	15,000	15,000	15,000
	5271	CREDIT CARD FEES	45	46	150	150	150
	5281	REPAIRS/BUILDING	2,534	1,861	2,500	2,500	2,500
	5285	REP/OTHER EQUIP	16,885	22,697	27,600	30,000	30,000
	5287	REPAIRS/RADIO EQUIP	16,375	13,676	18,000	18,000	18,000
	5294	CLOTHING ALLOWANCE	88,082	91,698	75,000	85,900	85,900
	529501	PROTECTIVE CLOTHING	20,000	59,691	28,000	38,000	38,000
	529502	TRAINING	19,257	22,291	20,000	25,000	25,000
	529503	AMBULANCE BILLING FEES	48,834	49,475	50,000	53,000	53,000
	5296	MEDICAL EXPENSES	30,569	14,784	30,000	30,000	30,000
	5310	OFFICE SUPPLIES	4,523	6,481	6,000	6,000	6,000
	5330	SUPPLIES/BUILDING	12,000	9,291	12,000	12,000	12,000
	5350	SUPPLIES/EQUIPMENT	61,561	33,030	42,000	45,000	45,000
	5355	AUTOMOTIVE FUEL	37,334	37,267	48,000	48,000	48,000
	5360	REP/PARTS/EQUIP	4,335	3,224	4,500	4,500	4,500
	5393	SUPPLIES FIREFIGHTING	44,790	20,153	44,600	44,600	44,600
	5430	OTHER EQUIPMENT	21,629	3,076	15,500	7,000	7,000
	5504	TECHNOLOGY	-	-	-	8,500	8,500
	5720	TRAVEL/OUT	1,783	5,627	5,000	6,000	6,000
	5730	DUES/SUBSCRIPTIONS	<u>15,046</u>	<u>14,906</u>	<u>16,500</u>	<u>16,500</u>	<u>16,500</u>
	SUBTOTAL		<u>485,853</u>	<u>448,124</u>	<u>479,188</u>	<u>517,150</u>	<u>517,150</u>
012201	FIRE RESCUE SALARIES						
	5811	FROM SALE OF SERVICE	<u>(1,419,136)</u>	<u>(1,358,274)</u>	<u>(1,300,000)</u>	<u>(1,300,000)</u>	<u>(1,300,000)</u>
	SUBTOTAL		<u>(1,419,136)</u>	<u>(1,358,274)</u>	<u>(1,300,000)</u>	<u>(1,300,000)</u>	<u>(1,300,000)</u>
	TOTAL FIRE RESCUE DEPARTMENT		5,843,076	5,913,027	6,317,683	7,294,832	6,994,832

DEPARTMENT OF PUBLIC WORKS



Mission Statement

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



DEPARTMENT OF PUBLIC WORKS

Department Description

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

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 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 Parks & Grounds, Forestry and Cemetery Divisions:

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

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

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

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

The Solid Waste/Recycling Division is responsible for managing the Town's Solid Waste and Recycling contracts, which include the curbside collection of rubbish, leaves, and recyclables including mixed residential paper, #1 thru #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 Water Division ensures the integrity of the water supplies and the surrounding watershed areas. It is also responsible for the treatment, quality control and distribution of the water in accordance with all Federal and State regulations for delivery of the drinking water to the consumers. The division is accountable for the operation and maintenance of the water treatment plant, and distribution system, in addition to the customer services involving water meter installation, repair, meter reading, and resolving customer problems.

DEPARTMENT OF PUBLIC WORKS

The **Vehicle Maintenance Division** provides maintenance to all Town vehicles and heavy equipment. This includes the Police and Fire Departments, 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.
- ◆ Continue the implementation of the CMMS, Computerized Management Maintenance System (citizen request module, work order generation and asset management).
- ◆ Implement planned capital projects
- ◆ Support the Town and School energy conservation program.
- ◆ Promote the Town House function facility to increase rental activity.
- ◆ Work with Town and Youth Sports Groups to best utilize the Town fields.
- ◆ Review policies, procedures and fee schedules to optimize efficiencies and increase revenues.
- ◆

DIVISION: ENGINEERING

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

DIVISION: HIGHWAY

- ◆ Maintain and improve the transportation quality of the Town's roads as funds allow.
- ◆ 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: 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

DEPARTMENT OF PUBLIC WORKS

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

DIVISION: VEHICLE MAINTENANCE

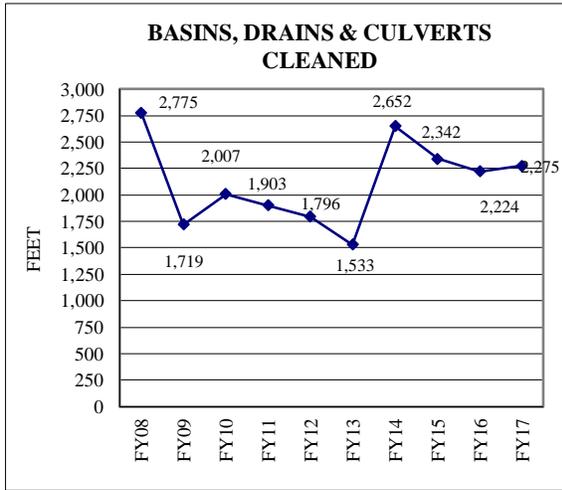
- ◆ Provide support to CIP vehicle purchases for all departments
- ◆ Provide support to Highway snow removal operations
- ◆ Continue to investigate/upgrade of the Vehicle Fuel Dispensing System

DIVISION: WATER

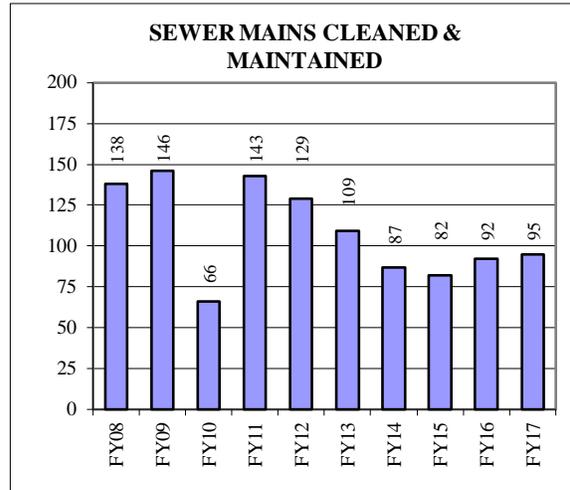
- ◆ To provide the highest quality drinking water that meets all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- ◆ Perform town wide sample collection and testing for compliance with EPA tri-annual lead and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

DEPARTMENT OF PUBLIC WORKS

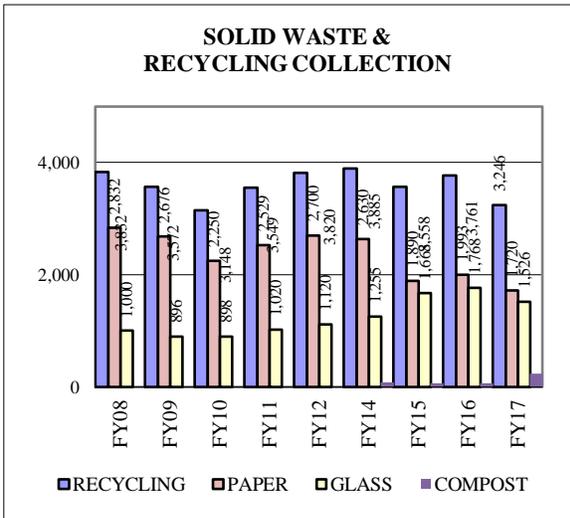
PUBLIC WORKS PERFORMANCE STATISTICS



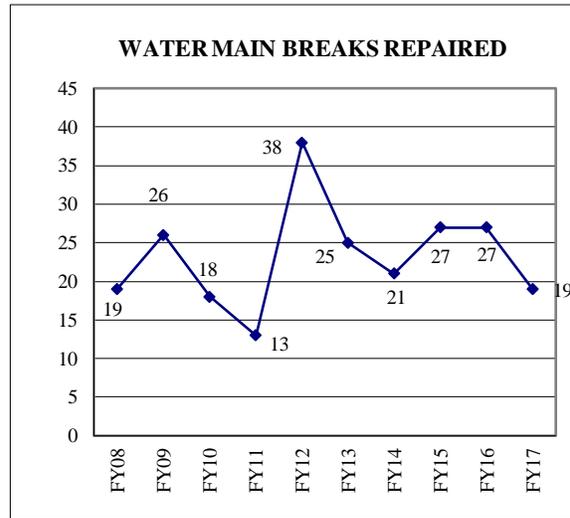
Benchmark (prior 3-yr avg):	2,406
Most Recent:	2,275
Change from Benchmark:	0
Change from Prior Year:	51



Benchmark (prior 3-yr avg):	87
Most Recent:	95
Change from Benchmark:	8
Change from Prior Year:	3



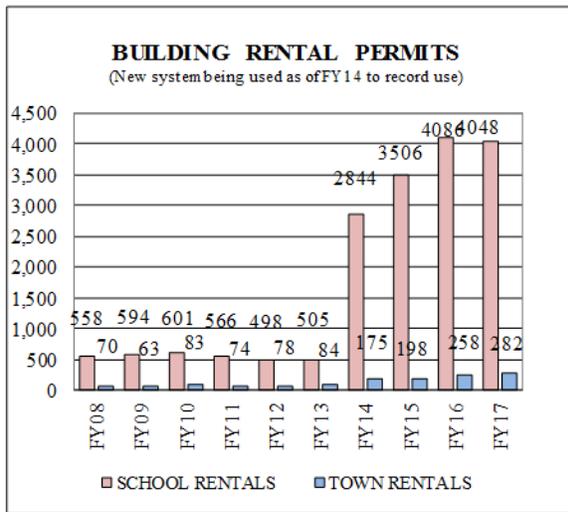
Benchmark - Solid Waste (prior 3-yr avg):	9,505
Most Recent:	9,495
Change from Benchmark:	-10
Change from Prior Year:	-168



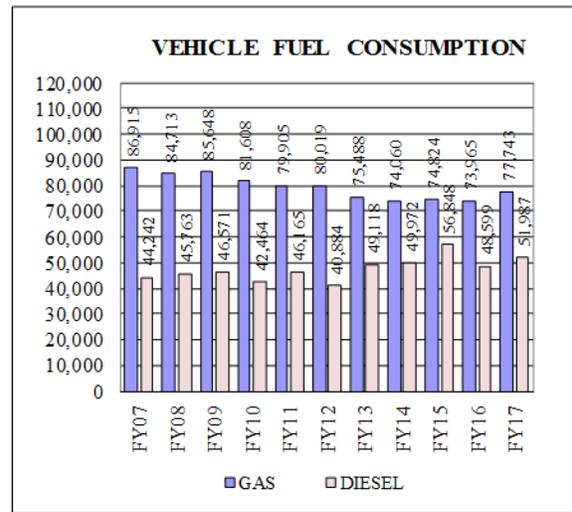
Benchmark (prior 3-yr avg):	25
Most Recent:	19
Change from Benchmark:	-6
Change from Prior Year:	-8

DEPARTMENT OF PUBLIC WORKS

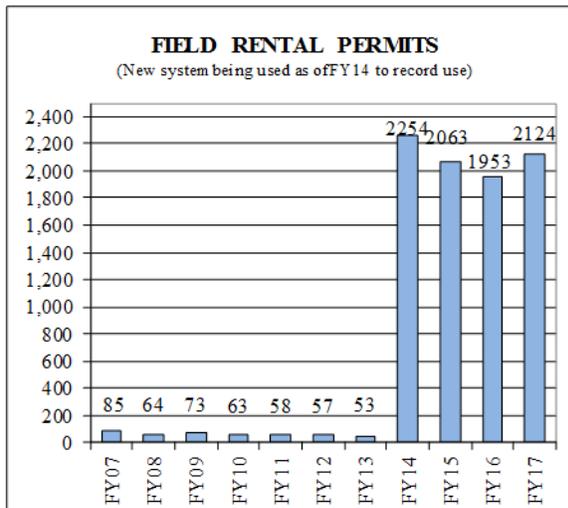
PUBLIC WORKS PERFORMANCE STATISTICS



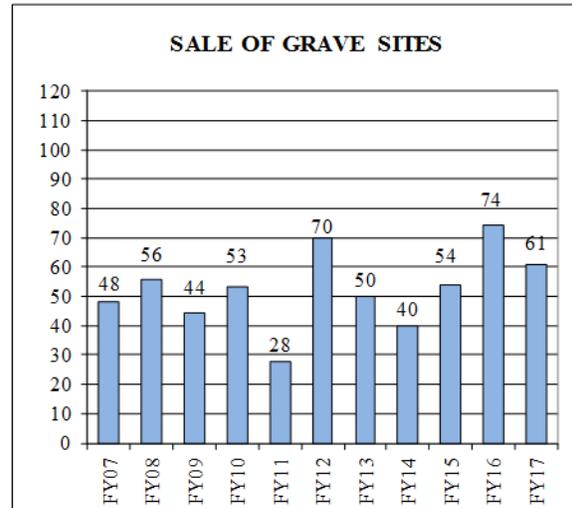
Benchmark - Town (prior 3-yr avg):	210
Most Recent:	282
Change from Benchmark:	72
Change from Prior Year:	24



Benchmark - Total (prior 3-yr avg):	126,089
Most Recent:	122,564
Change from Benchmark:	641
Change from Prior Year:	-14



Benchmark (prior 3-yr avg):	2090
Most Recent:	2124
Change from Benchmark:	496
Change from Prior Year:	171



Benchmark (prior 3-yr avg):	48
Most Recent:	61
Change from Benchmark:	13
Change from Prior Year:	-13

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS		FTE	FTE	FTE	REQ	TMREC	TMREC
<u>DPW ADMINISTRATION</u>		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2019</u>
M-3	Director of Municipal Services	1.0	1.0	1.0	1.0	1.0	135,234
IE-26	Business Manager (Moved to Business Office FY19)	1.0	1.0	1.0			
IE-16	Administrative Secretary	1.0	1.0	1.0	1.0	1.0	58,601
	Unclassified						16,402
		3.0	3.0	3.0	2.0	2.0	210,237
<u>DPW/FACILITIES BUSINESS DIVISION</u>							
IE-26	Business Manager				1.0	1.0	97,443
IE-14	Facilities Coordinator				0.4	0.4	26,619
IE-12	Office Assistant II				1.6	1.6	88,861
					3.0	3.0	212,923
<u>ENGINEERING</u>							
I-28	Town Engineer	1.0	1.0	1.0	1.0	1.0	98,519
I-26	Asst. Town Engineer	1.0	1.0	1.0	1.0	1.0	99,844
I-22	Construction Inspector	1.0	1.0	1.0	1.0	1.0	86,518
		3.0	3.0	3.0	3.0	3.0	284,881
<u>HIGHWAY</u>							
I-28	Assistant Director/Superintendent	1.0	1.0	1.0	1.0	1.0	115,545
I-26	General Foreman	1.0	1.0	1.0	1.0	1.0	98,393
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	68,097
W-5	Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	59,503
W-4	Equipment Operator II	7.0	7.0	7.0	7.0	7.0	404,561
W-3	Equipment Operator I	4.0	4.0	4.0	4.0	4.0	218,301
		15.0	15.0	15.0	15.0	15.0	964,400
<u>FORESTRY</u>							
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	68,560
W-5	Tree Climber	3.0	3.0	3.0	3.0	3.0	177,164
		4.0	4.0	4.0	4.0	4.0	245,724
<u>SPRING GROVE CEMETERY</u>							
W-10	Working Foreman	1.0	1.0	1.0	1.0	1.0	70,682
W-4	Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	58,530
W-2	Laborer II	1.0	1.0	1.0	1.0	1.0	54,820
		3.0	3.0	3.0	3.0	3.0	184,032
<u>PARKS & GROUNDS</u>							
I-28	Superintendent	1.0	1.0	1.0	1.0	1.0	101,797
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	68,214
W-4	Equipment Operator II	1.0	1.0	1.0	1.0	1.0	58,246
W-2	Laborer II	4.0	4.0	4.0	4.0	4.0	216,334
		7.0	7.0	7.0	7.0	7.0	444,591
<u>VEHICLE MAINTENANCE</u>							
W-13	Working Foreman	1.0	1.0	1.0	1.0	1.0	77,436
W-12	Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	75,113
W-9	Mechanic	2.0	2.0	2.0	2.0	2.0	135,791
		4.0	4.0	4.0	4.0	4.0	288,340
GEN. FUND TOTAL		39.0	39.0	39.0	41.0	41.0	2,835,128

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS		FY2016	FY2017	FY2018	FY2019	FY2019
		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TM REC
DPW ADMINISTRATION						
	ADMINISTRATION SALARIES	322,306	301,540	313,831	210,837	210,837
	ADMINISTRATION EXPENSES	5,000	31,000	31,000	1,000	1,000
	TOTAL DPW ADMINISTRATION	327,306	332,540	344,831	211,837	211,837
DPW/FACILITIES BUSINESS OFFICE						
	BUSINESS OFFICE SALARIES	-	-	-	272,232	239,423
	BUSINESS OFFICE EXPENSES	-	-	-	16,150	16,150
	TOTAL DPW/FACILITIES BUSINESS OFFICE	-	-	-	288,382	255,573
DPW ENGINEERING						
	ENGINEERING SALARIES	301,506	291,752	302,029	295,481	295,481
	ENGINEERING EXPENSES	71,715	86,800	86,800	87,450	87,450
	TOTAL ENGINEERING	373,221	378,552	388,829	382,931	382,931
DPW HIGHWAY						
	HIGHWAY SALARIES	1,032,789	1,038,085	1,054,020	1,087,329	1,109,800
	HIGHWAY EXPENSES	612,937	606,277	521,325	535,600	525,600
	TOTAL HIGHWAY	1,645,726	1,644,362	1,575,345	1,622,929	1,635,400
DPW SNOW & ICE						
	SNOW & ICE SALARIES	200,822	198,000	198,000	198,000	198,000
	SNOW & ICE EXPENSES	872,343	1,049,000	1,049,000	1,049,000	1,049,000
	TOTAL SNOW & ICE	1,073,165	1,247,000	1,247,000	1,247,000	1,247,000
DPW SOLID WASTE						
	SOLID WASTE SALARIES	6,014	6,500	7,000	7,200	7,200
	SOLID WASTE EXPENSES	2,185,870	2,307,679	2,602,424	2,681,218	2,581,218
	TOTAL SOLID WASTE	2,191,884	2,314,179	2,609,424	2,688,418	2,588,418
DPW FORESTRY						
	FORESTRY SALARIES	228,132	254,149	264,128	282,324	282,324
	FORESTRY EXPENSES	76,610	70,250	75,250	90,250	90,250
	TOTAL FORESTRY	304,742	324,399	339,378	372,574	372,574
DPW SPRING GROVE CEMETERY						
	SPRING GROVE CEMETERY SALARIES	190,662	195,807	201,331	205,632	205,632
	SPRING GROVE CEMETERY EXPENSES	29,853	36,850	36,850	37,645	37,645
	FROM SALE OF SERVICE	(69,025)	(62,524)	(46,000)	(60,000)	(60,000)
	TOTAL SPRING GROVE CEMETERY	151,490	170,133	192,181	183,277	183,277
DPW PARKS & GROUNDS						
	PARKS & GROUNDS SALARIES	481,698	495,918	527,542	565,391	565,391
	PARKS & GROUNDS EXPENSES	198,941	89,250	109,250	126,850	106,850
	TOTAL PARKS & GROUNDS	680,639	585,168	636,792	692,241	672,241
DPW VEHICLE MAINTENANCE						
	VEHICLE MAINT SALARIES	309,738	309,764	326,388	333,640	333,640
	VEHICLE MAINT EXPENSES	354,009	432,300	449,600	470,500	470,500
	TOTAL VEHICLE MAINTENANCE	663,747	742,064	775,988	804,140	804,140
TOTAL DPW						
	SALARIES	3,073,667	3,091,515	3,194,269	3,458,066	3,447,728
	EXPENSES	4,407,278	4,709,406	4,961,499	5,095,663	4,965,663
		7,480,945	7,800,921	8,155,768	8,553,729	8,413,391
	FROM SALE OF SERVICE	(69,025)	(62,524)	(46,000)	(60,000)	(60,000)
	TOTAL DPW	7,411,920	7,738,397	8,109,768	8,493,729	8,353,391

DEPARTMENT OF PUBLIC WORKS

DPW ADMINISTRATION		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014211	DPW ADMINISTRATION SALARIES					
	5110 REG WAGES	295,447	286,540	298,831	210,837	210,837
	5120 OVERTIME	192	-	-	-	-
	5130 PART-TIME	14,765	15,000	15,000	-	-
	5187 RETRO WAGES	11,902	-	-	-	-
	SUBTOTAL	322,306	301,540	313,831	210,837	210,837
014212	DPW ADMINISTRATION EXPENSES					
	5715 PROFESSIONAL DEVELOPMENT	-	-	-	1,000	1,000
	5770 CUSTODIAL SERVICES	-	26,000	26,000	-	-
	5255 OTHER-CMMS	5,000	5,000	5,000	-	-
	SUBTOTAL	5,000	31,000	31,000	1,000	1,000
	TOTAL DPW ADMINISTRATION	327,306	332,540	344,831	211,837	211,837

DPW/FACILITIES BUSINESS OFFICE		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014201	DPW/FACILITIES BUSINESS OFFICE SALARIES					
	5110 REG WAGES				97,443	97,443
	5120 OVERTIME				5,000	5,000
	5130 PART-TIME				148,289	115,480
	5140 SEASONAL				20,000	20,000
	5152 SPECIAL EVENT OVERTIME	-	-	-	1,500	1,500
	SUBTOTAL	-	-	-	272,232	239,423
014202	DPW/FACILITIES BUSINESS OFFICE EXPENSES					
	5255 SOFTWARE SUPPORT	-	-	-	15,000	15,000
	5294 CLOTHING ALLOWANCE	-	-	-	150	150
	5715 PROFESSIONAL DEVELOPMENT	-	-	-	1,000	1,000
	SUBTOTAL	-	-	-	16,150	16,150
	TOTAL DPW/FACILITIES BUSINESS OFF	-	-	-	288,382	255,573

DEPARTMENT OF PUBLIC WORKS

DPW ENGINEERING		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014101	ENGINEERING SALARIES					
	5110 REG WAGES	280,297	281,752	292,029	285,481	285,481
	5140 SEASONAL	8,496	10,000	10,000	10,000	10,000
	5187 RETRO WAGES	12,713	-	-	-	-
	SUBTOTAL	301,506	291,752	302,029	295,481	295,481
014102	ENGINEERING EXPENSES					
	5282 REP-OFFICE EQUIP	1,339	2,750	2,750	2,750	2,750
	5294 CLOTHING ALLOWANCE	-	-	-	450	450
	5295 OTHR SVCS	1,155	700	700	700	700
	5298 STORM WATER MGMT	54,376	70,000	70,000	70,000	70,000
	5310 OFFICE SUP	481	1,000	1,000	1,000	1,000
	5380 MIN APPARATUS/TOOLS	1,512	1,200	1,200	1,200	1,200
	5395 OTH COMM	12,633	10,650	10,650	10,650	10,650
	5710 TRAVEL	-	300	300	300	300
	5730 DUES/SUBSCRIPTIONS	219	200	200	400	400
	SUBTOTAL	71,715	86,800	86,800	87,450	87,450
	TOTAL ENGINEERING	373,221	378,552	388,829	382,931	382,931

DPW HIGHWAY		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014221	HIGHWAY SALARIES					
	5110 REG WAGES	879,280	928,085	944,020	954,329	969,800
	5120 OVERTIME	112,927	110,000	110,000	110,000	117,000
	5140 SEASONAL	2,880	-	-	5,000	5,000
	5152 SPECIAL EVENT OVERTIME	-	-	-	18,000	18,000
	5187 RETRO WAGES	37,702	-	-	-	-
	SUBTOTAL	1,032,789	1,038,085	1,054,020	1,087,329	1,109,800
014222	HIGHWAY DEPT EXPENSES					
	5220 TELEPHONE	8,227	7,000	7,000	10,000	10,000
	5291 EQUIPMENT RENTAL	-	20,000	20,000	15,000	15,000
	5294 CLOTHING ALLOWANCE	5,200	4,225	4,225	5,500	5,500
	5295 OTHR SVCS	250,435	175,000	175,000	175,000	165,000
	5310 OFFICE SUP	1,907	1,500	1,500	1,500	1,500
	5330 SUPPLIES/BUILDING	27,245	20,000	20,000	20,000	20,000
	5355 AUTOMOTIVE FUEL	38,567	83,000	81,000	81,000	81,000
	5360 REP/PARTS/EQUIP	2,264	10,000	10,000	10,000	10,000
	5370 SUPPLIES CONSTRUCTION	196,567	175,000	175,000	175,000	175,000
	5395 OTHER COMMODITIES	6,392	7,000	7,000	2,500	2,500
	5410 MACHINERY/EQUIP	75,627	20,000	20,000	20,000	20,000
	5710 TRAVEL	506	600	600	600	600
	5715 PROFESSIONAL DEVELOPMENT	-	-	-	5,000	5,000
	5716 LICENSES & CONTINUING ED	-	-	-	2,500	2,500
	5730 DUES/SUBSCRIPTIONS	-	-	-	1,000	1,000
	STORM RECOVERY	-	-	-	11,000	11,000
	5733 MUNICIPAL SERVICES FACILITY	-	82,952	-	-	-
	SUBTOTAL	612,937	606,277	521,325	535,600	525,600
	TOTAL HIGHWAY	1,645,726	1,644,362	1,575,345	1,622,929	1,635,400

DEPARTMENT OF PUBLIC WORKS

DPW SNOW & ICE		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014231	SNOW & ICE SALARIES					
	5120 SNOW OT	200,822	198,000	198,000	198,000	198,000
	SUBTOTAL	200,822	198,000	198,000	198,000	198,000
014232	SNOW & ICE EXPENSES					
	5374 SNOW & ICE MAINT	591,886	835,000	835,000	835,000	835,000
	5375 ROAD SALT	280,457	212,000	212,000	212,000	212,000
	5376 SAND	-	2,000	2,000	2,000	2,000
	SUBTOTAL	872,343	1,049,000	1,049,000	1,049,000	1,049,000
	TOTAL SNOW & ICE	1,073,165	1,247,000	1,247,000	1,247,000	1,247,000

DPW SOLID WASTE		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014331	SOLID WASTE SALARIES					
	5120 OVERTIME	5,821	6,500	7,000	7,200	7,200
	5187 RETRO WAGES	193	-	-	-	-
	SUBTOTAL	6,014	6,500	7,000	7,200	7,200
014332	SOLID WASTE EXPENSES					
	5250 ADVERTISING	500	500	500	500	500
	5270 PRINTING	-	500	500	500	500
	5295 OTHR SVCS	1,626,691	1,668,179	1,709,699	1,752,364	1,752,364
	5297 RECYCLING SERVICES	547,077	608,000	661,225	683,354	683,354
	5299 COMPOSTING PROGRAM	11,258	30,000	30,000	44,000	44,000
	MATERIALS DISPOSAL	-	-	200,000	200,000	100,000
	5360 REPAIR PARTS/EQUIP	344	500	500	500	500
	SUBTOTAL	2,185,870	2,307,679	2,602,424	2,681,218	2,581,218
	TOTAL SOLID WASTE	2,191,884	2,314,179	2,609,424	2,688,418	2,588,418

DEPARTMENT OF PUBLIC WORKS

DPW FORESTRY		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014251	FORESTRY SALARIES					
	5110 REG WAGES	200,679	229,149	239,128	246,324	246,324
	5120 OVERTIME	19,054	19,000	19,000	30,000	30,000
	5140 SEASONAL - BALD HILL	-	6,000	6,000	6,000	6,000
	5187 RETRO WAGES	8,399	-	-	-	-
	SUBTOTAL	228,132	254,149	264,128	282,324	282,324
014252	FORESTRY EXPENSES					
	5220 TELEPHONE	-	-	-	2,000	2,000
	5250 ADVERTISING	295	500	500	500	500
	5285 REP/OTHER EQUIP	-	1,000	1,000	1,000	1,000
	5294 CLOTHING ALLOWANCE	1,600	1,300	1,300	2,000	2,000
	5295 OTHR SVCS	38,020	23,000	23,000	33,000	33,000
	5297 RECYCLING - BALD HILL	32,275	30,000	30,000	30,000	30,000
	5330 OPER SUPPLIES	1,537	4,000	4,000	4,000	4,000
	5360 REP/PARTS/EQUIP	22	2,000	2,000	2,000	2,000
	5410 MACHINERY/EQUIP	999	2,000	2,000	2,000	2,000
	5710 TRAVEL	-	150	150	150	150
	5715 PROFESSIONAL DEV	-	-	-	1,600	1,600
	5716 LICENSES & CONTINUING ED	-	-	-	1,500	1,500
	5730 DUES/SUBSCRIPTIONS	1,862	1,300	1,300	500	500
	5780 STREET/TREE REPLANTING	-	5,000	10,000	10,000	10,000
	SUBTOTAL	76,610	70,250	75,250	90,250	90,250
	TOTAL FORESTRY	304,742	324,399	339,378	372,574	372,574

DEPARTMENT OF PUBLIC WORKS

DPW SPRING GROVE CEMETERY		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014271	SPRING GROVE CEMETERY SALARIES					
	5110 REG WAGES	157,997	174,807	180,331	184,632	184,632
	5120 OVERTIME	19,469	21,000	21,000	21,000	21,000
	5140 SEASONAL WAGES	7,360	-	-	-	-
	5187 RETRO WAGES	5,836	-	-	-	-
	SUBTOTAL	190,662	195,807	201,331	205,632	205,632
014272	SPRING GROVE CEMETERY EXPENSES					
	5211 ELECTRICITY	3,238	2,600	2,600	2,600	2,600
	5220 TELEPHONE	801	700	700	400	400
	5285 REP/OTHER EQUIP	240	600	600	600	600
	5294 CLOTHING ALLOWANCE	1,816	650	650	1,500	1,500
	5295 OTHR SVCS	7,170	10,000	10,000	10,000	10,000
	5330 OPERATING SUPPLIES	5,973	5,000	5,000	5,000	5,000
	5335 FUEL OIL	2,741	8,000	8,000	8,000	8,000
	5360 REP/PARTS/EQUIP	1,364	2,000	2,000	2,000	2,000
	5410 MACHINERY/EQUIP	5,843	6,700	6,700	6,700	6,700
	5710 TRAVEL	-	100	100	100	100
	5715 PROFESSIONAL DEV	-	-	-	500	500
	5730 DUES/SUBSCRIPTIONS	667	500	500	245	245
	SUBTOTAL	29,853	36,850	36,850	37,645	37,645
014912	SPRING GROVE CEMETERY EXPENSES					
	5811 FROM SALE OF SERVICE	(69,025)	(62,524)	(46,000)	(60,000)	(60,000)
	SUBTOTAL	(69,025)	(62,524)	(46,000)	(60,000)	(60,000)
	TOTAL SPRING GROVE CEMETERY	151,490	170,133	192,181	183,277	183,277

DEPARTMENT OF PUBLIC WORKS

DPW PARKS & GROUNDS		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014261	PARKS & GROUNDS SALARIES					
	5110 REG WAGES	396,326	413,918	432,542	445,391	445,391
	5120 OVERTIME	53,366	62,000	55,000	70,000	70,000
	5140 SEASONAL	14,772	20,000	40,000	40,000	40,000
	5152 SPECIAL EVENT OVERTIME	-	-	-	10,000	10,000
	5187 RETRO WAGES	17,234	-	-	-	-
	SUBTOTAL	481,698	495,918	527,542	565,391	565,391
014262	PARKS & GROUNDS EXPENSES					
	5211 ELECTRICITY	537	-	-	-	-
	5230 FIELDS REVOLVING SUPPORT	-	-	-	12,000	12,000
	5285 REP/OTHER EQUIP	151	3,000	3,000	3,000	3,000
	5294 CLOTHING ALLOWANCE	3,111	2,550	2,550	3,150	3,150
	5295 OTHR SVCS	16,868	19,000	19,000	19,000	19,000
	5330 OPERATING SUPPLIES	23,637	33,000	33,000	33,000	23,000
	5331 PLAYGROUND SUPPLIES	2,878	5,000	5,000	5,000	5,000
	5360 REP/PARTS/EQUIP	15,587	15,000	15,000	15,000	15,000
	5410 MACHINERY/EQUIP	37,382	10,000	10,000	10,000	10,000
	5490 TOWN SPONSORED EVENTS	-	-	-	25,000	15,000
	5710 TRAVEL	-	100	100	100	100
	5715 PROFESSIONAL DEV	-	-	-	1,000	1,000
	5716 LICENSES & CONTINUING ED	-	-	-	200	200
	5730 DUES/SUBSCRIPTIONS	740	1,600	1,600	400	400
	5781 GATEWAY PROGRAM	-	-	20,000	-	-
	5785 LOVELY FIELD REPLACEMENT	98,050	-	-	-	-
	SUBTOTAL	198,941	89,250	109,250	126,850	106,850
	TOTAL PARKS & GROUNDS	680,639	585,168	636,792	692,241	672,241

DEPARTMENT OF PUBLIC WORKS

DPW VEHICLE MAINTENANCE		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011911	VEHICLE MAINT SALARIES					
	5110 REG WAGES	269,736	273,764	281,888	289,140	289,140
	5120 OVERTIME	24,209	30,000	35,000	35,000	35,000
	5140 SEASONAL	5,413	6,000	9,500	9,500	9,500
	5187 RETRO WAGES	10,380	-	-	-	-
	SUBTOTAL	309,738	309,764	326,388	333,640	333,640
011912	VEHICLE MAINT EXPENSES					
	5283 REP-VHCLS	14,049	20,000	30,000	30,000	30,000
	5285 REPAIRS/OTHER EQUIP	-	5,000	5,000	5,000	5,000
	5293 UNIFORM RENTAL	4,216	4,500	4,500	4,500	4,500
	5294 CLOTHING ALLOWANCE	1,600	1,300	1,600	2,000	2,000
	5355 AUTO FUEL	52,658	78,000	60,000	65,000	65,000
	5360 REPAIR/PARTS/EQUIP	59,554	80,000	80,000	60,000	60,000
	5361 OPER SUPPLIES/POLICE	21,692	55,000	55,000	45,000	45,000
	5362 OPER SUPPLIES/FIRE	98,072	100,000	120,000	135,000	135,000
	5363 DPW VEHICLES	95,697	75,000	80,000	110,000	110,000
	5380 MIN APPARATUS/TOOLS	5,904	8,000	8,000	8,000	8,000
	5430 OTH EQUIP	321	2,000	2,000	2,000	2,000
	5710 TRAVEL	-	500	500	500	500
	5715 PROFESSIONAL DEV	-	-	-	1,000	1,000
	5716 LICENSES & CONTINUING ED	-	2,000	2,000	2,000	2,000
	5730 DUES/SUBSCRIPTIONS	246	1,000	1,000	500	500
	SUBTOTAL	354,009	432,300	449,600	470,500	470,500
	TOTAL VEHICLE MAINTENANCE	663,747	742,064	775,988	804,140	804,140

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

SEWER ENTERPRISE

SEWER		FTE	FTE	FTE	REQ	TMREC	TMREC
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
I-24	Project Engineer	1.0	1.0	1.0	1.0	1.0	90,703
I-24	GIS Coordinator *						19,434
I-14	Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	61,757
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	68,387
W-6	Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	63,042
SEWER TOTAL		4.0	4.0	4.0	4.0	4.0	303,323

WATER ENTERPRISE

WATER		FTE	FTE	FTE	REQ	TMREC	TMREC
		FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
I-28	Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	111,967
I-28	Superintendent-Distribution	1.0	1.0	1.0	1.0	1.0	111,967
I-26	General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	92,010
I-24	GIS Coordinator *						19,434
I-24	Environmental Compliance Coordinator	1.0	1.0	1.0	1.0	1.0	89,822
I-26	Chief Chemist	1.0	1.0	1.0	1.0	1.0	93,390
I-20	Junior Civil Engineer	1.0	1.0	1.0	1.0	1.0	77,178
I-16	W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	68,666
I-16	Office Coordinator	1.0	1.0				
I-14	Office Assistant III			1.0	1.0	1.0	49,899
I-12	Office Assistant II	1.0	1.0	1.0	1.0	1.0	56,576
W-13	WTF Station Opr. Working Foreman	1.0	1.0	1.0	1.0	1.0	70,003
W-10	WTF Station Operator	5.0	5.0	5.0	5.0	5.0	350,466
W-8	WTF Station Jr Operator						
W-6	WTF Station OIT	1.0	1.0	1.0	1.0	1.0	65,192
W-4/6	Licensed Maintenance/Grd Eq Op II	3.0	3.0	3.0	3.0	3.0	174,351
W-6	Equip Operator II	1.0	1.0	1.0	1.0	1.0	62,543
W-1	Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	50,429
W-3	Water Meter Reader	1.0	1.0	1.0	1.0	1.0	57,119
W-1	Custodian	1.0	1.0	1.0	1.0	1.0	53,609
WATER TOTAL		23.0	23.0	23.0	23.0	23.0	1,654,621
* - Salary allocated .2 to Sewer, .2 Water, .6 General Fund (IT)							

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

SEWER ENTERPRISE FUND		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
70001	SEWER ENTERPRISE FUND SALARIES					
	5110 REGULAR WAGES	284,962	256,133	270,390	304,123	304,123
	5120 OVERTIME	10,621	25,000	25,000	25,000	25,000
	5130 PART-TIME	-	16,736	17,890		-
	5187 RETRO WAGES	11,786	-	-	-	-
	SUBTOTAL	307,369	297,869	313,280	329,123	329,123
70002	SEWER ENTERPRISE FUND EXPENSES					
	5211 ELECTRICITY	86,816	102,500	102,500	102,500	102,500
	5213 NATURAL GAS	-	-	-	8,000	8,000
	5220 TELEPHONE	1,959	2,500	2,500	2,500	2,500
	5225 POSTAGE	5,383	6,000	12,000	12,000	12,000
	5270 PRINTING	-	-	6,000	6,000	6,000
	5294 CLOTHING ALLOWANCE	800	1,300	1,300	950	950
	5295 OTHR SVCS	110,829	92,000	92,000	100,000	100,000
	5323 CHEMICALS	1,130	9,000	9,000	9,000	9,000
	5330 SUPPLIES/BUILDING	2,638	4,000	4,000	4,000	4,000
	5335 FUEL OIL	3,358	8,000	8,000	8,000	8,000
	5360 REPAIR PARTS/EQUIP	21,229	30,000	30,000	25,000	25,000
	5380 MIN APPARATUS/TOOLS	-	600	600	600	600
	5410 MACHINERY/EQUIP	123,032	85,000	85,000	75,000	75,000
	5500 GIS	6,688	17,000	17,000		
	5504 TECHNOLOGY	-	-	-	15,000	15,000
	5600 GTR LAWRENCE SANITARY	1,619,225	1,976,130	2,042,641	2,093,707	2,093,707
	5703 INSURANCE DEDUCTIBLE	-	-	10,000	10,000	10,000
	5710 TRAVEL IN-STATE	-	-	-	-	-
	5950 OPEB	40,000	60,062	61,564	65,000	65,000
	SUBTOTAL	2,023,087	2,394,092	2,484,105	2,537,257	2,537,257
	TOTAL SEWER ENTERPRISE FUND	2,330,456	2,691,961	2,797,385	2,866,380	2,866,380

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

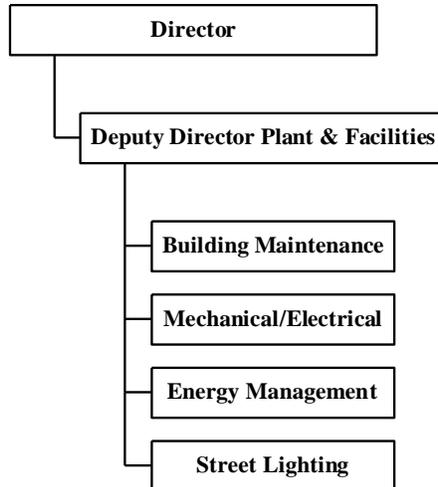
WATER ENTERPRISE FUND			FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
71001	WATER ENTERPRISE FUND SALARIES						
	5110	REGULAR WAGES	1,537,563	1,529,380	1,576,644	1,702,821	1,657,821
	5120	OVERTIME	403,712	350,000	350,000	375,000	375,000
	5130	PART-TIME	-	16,736	17,890	-	-
	5140	SEASONAL	18,171	25,000	25,000	30,000	30,000
	5187	RETRO WAGES	75,945	-	-	-	-
	SUBTOTAL		2,035,391	1,921,116	1,969,534	2,107,821	2,062,821
71002	WATER ENTERPRISE FUND EXPENSES						
	5211	ELECTRICITY	979,062	1,076,250	1,076,250	1,076,250	1,076,250
	5213	NATURAL GAS/OIL	59,575	70,000	70,000	70,000	70,000
	5220	TELEPHONE	38,671	35,000	40,000	50,000	50,000
	5225	POSTAGE	5,383	8,000	12,000	12,000	12,000
	5250	ADVERTISING	869	1,000	1,000	1,000	1,000
	5270	PRINTING	8,406	5,000	11,000	11,000	11,000
	5285	MAINT REP/OTHER EQUIP	308,704	245,000	245,000	245,000	245,000
	5294	CLOTHING ALLOWANCE	5,600	4,550	4,550	6,350	6,350
	5295	OTHR SVCS	370,082	275,000	275,000	275,000	275,000
	5310	OFFICE SUPPLIES	6,008	12,000	12,000	12,000	12,000
	5323	CHEMICALS	326,083	433,000	433,000	450,000	450,000
	5324	WATER LAB SUPP/EQUIP	93,173	55,000	55,000	70,000	70,000
	5325	WATER CONSERVATION	11,460	10,000	10,000	10,000	10,000
	5330	SUPPLIES/BUILDING	14,655	17,000	17,000	17,000	17,000
	5335	FUEL OIL	1,467	15,000	15,000	10,000	10,000
	5350	SUPPLIES/EQUIPMENT	174,635	175,000	175,000	175,000	175,000
	5355	AUTOMOTIVE FUEL	26,317	40,000	40,000	40,000	40,000
	5360	REPAIR PARTS/EQUIP	120,025	150,000	150,000	150,000	150,000
	5364	REPAIRS/WATER VEHICLES	38,441	25,000	35,000	35,000	35,000
	5380	MIN APPARATUS/TOOLS	2,899	3,000	3,000	5,000	5,000
	5395	OTHER COMMODITIES	35,840	35,000	35,000	36,000	36,000
	5410	MACHINERY/EQUIP	47,295	20,000	20,000	20,000	20,000
	5500	GIS	10,985	10,000	10,000	10,000	10,000
	550504	LEGAL	-	-	-	30,000	30,000
		PROFESSIONAL SERVICES N RE	-	-	-	20,000	20,000
	5710	TRAVEL IN-STATE	8,069	7,000	7,000	1,000	1,000
	5715	PROFESSIONAL DEVELOPMENT	-	-	-	6,000	6,000
	5716	LICENSES/CEU'S	-	-	-	10,000	10,000
	5730	DUES/SUBSCRIPTIONS	30,550	26,000	26,000	16,000	16,000
	5950	OPEB	250,000	314,945	322,819	330,000	330,000
	SUBTOTAL		2,974,254	3,067,745	3,100,619	3,199,600	3,199,600
TOTAL WATER ENTERPRISE FUND			5,009,645	4,988,861	5,070,153	5,307,421	5,262,421
TOTAL SEWER/WATER ENTERPRISE			7,340,101	7,680,822	7,867,538	8,173,801	8,128,801

DEPARTMENT OF PUBLIC FACILITIES



Mission Statement

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



DEPARTMENT OF PUBLIC FACILITIES

Department Description

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 Facilities Services Division This division oversees the custodial services delivered to Town buildings providing the highest cleanliness following best practices. This division also supports the Facilities Scheduling by providing custodial services during the rental of space as necessary.

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 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.

FY2019 Objectives

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.
- ◆ 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: 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.

DEPARTMENT OF PUBLIC FACILITIES

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.

PUBLIC FACILITIES		FTE	FTE	FTE	REC	TMREC	TMREC
<u>ADMINISTRATION</u>		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2019</u>	<u>FY2019</u>
	Director of Facilities				1.0	1.0	119,925
IE-28	Deputy Director	1.0	1.0	1.0	1.0	1.0	101,973
IE-28	Project Manager	1.0	1.0	1.0	1.0	1.0	108,184
IE-26	Purchasing/Inventory & Veh Maint Super	1.0	1.0				
IE-24	Materials Coordinator			1.0	1.0	1.0	70,209
IE-24	Manager of Energy & Utilities	1.0	1.0	1.0			
IE-16	Executive Secretary	1.0	1.0	1.0	1.0	1.0	66,370
IE-14	Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	62,055
I-12	Office Assistant II (Moved to Business Office FY19)	1.6	1.6	1.6			
	Unclassified						6,000
		7.6	7.6	7.6	6.0	6.0	534,716
<u>FACILITIES SERVICES</u>							
I-14	Facilities Coordinator (Moved to DPW Business Office FY19)	0.4	0.4	0.4			
W-4	Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	57,965
W-1	Custodian	7.0	8.0	8.0	9.0	8.0	417,798
W-1	Custodian (2 part-time)	0.5					
		8.9	9.4	9.4	10.0	9.0	475,763
<u>BUILDING MAINTENANCE</u>							
W-13	Working Foreman	1.0	1.0	1.0	1.0	1.0	87,120
W-10	Security Systems Technician	1.0	1.0	1.0	1.0	1.0	69,663
W-8	Carpenter	2.0	2.0	2.0	3.0	2.0	131,023
W-8	Carpenter (Temporary)	-	-	-	-	-	-
W-5	Painter I	1.0	1.0	1.0	1.0	1.0	60,380
W-3	Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	57,111
W-0	Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	27,163
		6.5	6.5	6.5	7.5	6.5	432,460
<u>MECHANICAL/ELECTRICAL</u>							
IE-24	Energy/Project Manager	1.0	1.0	1.0	1.0	1.0	78,756
W-13	Working Foreman	1.0	1.0	1.0	1.0	1.0	87,493
W-10	Electricians/HVAC Mechanic	4.0	4.0	4.0	4.0	4.0	274,156
W-10	Plumber	1.0	1.0	1.0	1.0	1.0	67,357
W-9	Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	67,896
W-10	Preventive Maintenance Mechanic	1.0	1.0	1.0	1.0	1.0	67,187
W-6	Plumbing Mechanic						
		9.0	9.0	9.0	9.0	9.0	642,845
GRAND TOTAL		32.0	32.5	32.5	32.5	30.5	2,085,784

DEPARTMENT OF PUBLIC FACILITIES

FACILITIES		FY2016	FY2017	FY2018	FY2019	FY2019
		ACTUAL	ACTUAL	BUDGET	DEPT REC	TM REC
MAINTENANCE ADMINISTRATION						
	MAINTENANCE ADMIN SALARIES	615,970	625,364	652,944	555,716	555,716
	MAINTENANCE ADMIN EXPENSES	35,770	53,900	53,900	60,300	60,300
	TOTAL MAINTENANCE ADMIN	651,740	679,264	706,844	616,016	616,016
FACILITIES SERVICES						
	FACILITIES SERVICES SALARIES	495,726	514,248	552,350	656,163	542,563
	FACILITIES SERVICES EXPENSES	332,960	361,825	332,500	432,134	452,934
	FROM SALE OF SERVICE	(102,905)	(92,093)	(55,600)	(88,000)	(88,000)
	TOTAL FACILITIES SERVICES	725,781	783,980	829,250	1,000,297	907,497
FACILITIES TOWN BUILDING MAINTENANCE						
	TOWN BUILDING MAINTENANCE SALARIES	467,733	476,891	501,021	574,260	514,260
	TOWN BUILDING MAINTENANCE EXPENSES	355,985	287,400	302,700	323,300	303,300
	TOTAL TOWN BUILDING MAINTENANCE	823,718	764,291	803,721	897,560	817,560
FACILITIES TOWN MECHANICAL/ELECTRICAL						
	TOWN MECHANICAL/ELECTRICAL SALARIES	655,537	657,911	684,111	714,645	704,645
	TOWN MECHANICAL/ELECTRICAL EXPENSES	368,106	348,400	391,935	423,000	393,000
	TOTAL TOWN MECHANICAL/ELECTRICAL	1,023,643	1,006,311	1,076,046	1,137,645	1,097,645
DPW STREET LIGHTING						
	STREET LIGHTING EXPENSES	259,410	250,000	250,000	250,000	250,000
	TOTAL STREET LIGHTING	259,410	250,000	250,000	250,000	250,000
TOTAL FACILITIES						
	SALARIES	2,234,966	2,274,414	2,390,426	2,500,784	2,317,184
	EXPENSES	1,352,231	1,301,525	1,331,035	1,488,734	1,459,534
		3,587,197	3,575,939	3,721,461	3,989,518	3,776,718
	FROM SALE OF SERVICE	(102,905)	(92,093)	(55,600)	(88,000)	(88,000)
	TOTAL FACILITIES	3,484,292	3,483,846	3,665,861	3,901,518	3,688,718

DEPARTMENT OF PUBLIC FACILITIES

FACILITIES ADMINISTRATION		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011861	MAINTENANCE ADMIN SALARIES					
	5110 REG WAGES	503,997	528,132	547,789	535,716	535,716
	5120 OVERTIME	4,106	8,000	9,320	5,000	5,000
	5130 PART TIME	78,178	79,232	85,835	-	-
	5140 SEASONAL	3,801	10,000	10,000	15,000	15,000
	5187 RETRO WAGES	25,888	-	-	-	-
	SUBTOTAL	615,970	625,364	652,944	555,716	555,716
011862	MAINTENANCE ADMIN EXPENSES					
	5220 TELEPHONE	8,335	12,000	12,000	15,600	15,600
	5255 SOFTWARE SUPPORT	-	-	-	16,200	16,200
	5270 PRINTING	162	400	400	400	400
	5291 RENT EQUIP	2,556	5,000	5,000	2,300	2,300
	5294 CLOTHING ALLOWANCE	-	-	-	300	300
	5295 OTHR SVCS	17,926	19,500	19,500	6,300	6,300
	5310 OFFICE SUP	5,678	6,000	6,000	6,000	6,000
	5420 OFF EQUIP	468	4,000	4,000	6,700	6,700
	5710 TRAVEL	-	1,000	1,000	500	500
	5715 PROFESSIONAL DEVELOPMENT	-	-	-	2,000	2,000
	5716 LICENSES & CONTINUING ED	-	3,000	3,000	3,000	3,000
	5730 DUES/SUBSCRIPTIONS	645	3,000	3,000	1,000	1,000
	SUBTOTAL	35,770	53,900	53,900	60,300	60,300
	TOTAL FACILITIES ADMINISTRATION	651,740	679,264	706,844	616,016	616,016

DEPARTMENT OF PUBLIC FACILITIES

FACILITIES SERVICES		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011851	FACILITIES SERVICES SALARIES					
5110	REG WAGES	388,462	408,450	462,446	591,163	477,563
5120	OVERTIME	26,260	43,000	45,000	45,000	45,000
5150	RENTAL OVERTIME	14,552	15,000	20,000	20,000	20,000
5130	PART TIME	48,654	47,798	24,904	-	-
5189	UNCLASSIFIED WAGES	17,798	-	-	-	-
	SUBTOTAL	495,726	514,248	552,350	656,163	542,563
011852	FACILITIES SERVICES EXPENSES					
5206	INSURANCE	6,924	-	-	-	-
5211	ELECTRICITY	153,998	175,000	156,000	193,500	193,500
5213	NATURAL GAS	70,287	70,000	70,000	150,934	150,934
5220	TELEPHONE	52,254	29,000	29,000	-	-
5230	FIELDS REVOLV TOWN SUPPOR	-	12,000	-	-	-
5294	CLOTHING ALLOWANCE	4,224	3,825	4,500	4,500	4,500
5295	OTHR SVCS	18,554	30,000	30,000	20,000	20,000
5310	OFFICE SUP	100	500	1,000	1,000	1,000
5330	OPERATING SUPPLIES	20,679	32,000	32,000	32,000	32,000
5410	MACH/EQUIP	5,917	7,000	7,000	7,000	7,000
5420	OFF EQUIP	23	1,500	1,500	1,500	1,500
5715	PROFESSIONAL DEV	-	-	-	1,000	1,000
5716	LICENSES & CEU'S	-	-	1,000	1,000	1,000
5730	DUES/SUBSCRIPTIONS	-	1,000	500	500	500
5770	CUSTODIAL SERVICES	-	-	-	19,200	40,000
	SUBTOTAL	332,960	361,825	332,500	432,134	452,934
011851	FACILITIES SERVICES SALARIES					
5811	FROM SALE OF SERVICE	(102,905)	(84,093)	(47,600)	(80,000)	(80,000)
	AYF GIFT	-	(8,000)	(8,000)	(8,000)	(8,000)
	SUBTOTAL	(102,905)	(92,093)	(55,600)	(88,000)	(88,000)
	TOTAL FACILITIES SERVICES	725,781	783,980	829,250	1,000,297	907,497

STREET LIGHTING		FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014242	STREET LIGHTING EXPENSES					
5211	ELECTRICITY	259,410	100,000	100,000	100,000	100,000
5275	LEASE TO PURCHASE	-	100,000	100,000	100,000	100,000
5289	MAINTENANCE	-	50,000	50,000	50,000	50,000
	SUBTOTAL	259,410	250,000	250,000	250,000	250,000
	TOTAL STREET LIGHTING	259,410	250,000	250,000	250,000	250,000

DEPARTMENT OF PUBLIC FACILITIES

FACILITIES TOWN BUILDING MAINTENANCE			FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011881	T-BLDG	MAINT SALARIES					
	5110	REG WAGES	378,594	387,647	395,067	467,097	407,097
	5120	OVERTIME	39,631	40,000	50,000	50,000	50,000
	5130	PART TIME	22,190	24,244	26,454	27,163	27,163
	5140	SEASONAL	11,978	25,000	29,500	30,000	30,000
	5187	RETRO WAGES	15,340				
		SUBTOTAL	467,733	476,891	501,021	574,260	514,260
011882	T-BLDG	MAINT EXPENSES					
	5231	TRANS ALLOWANCE	1,800	1,800	1,800	1,800	1,800
	5287	MAINT/REPAIR COMM EQ	-	4,000	4,000	4,000	4,000
	5288	MAINT/REP INVENTORY	18,425	22,000	22,000	22,000	22,000
	5291	RENT EQUIP	1,049	2,000	2,000	2,000	2,000
	5294	CLOTHING ALLOWANCE	3,108	2,600	2,900	4,500	4,500
	5295	OTHR SVCS	80,897	130,000	145,000	165,000	145,000
	5340	REP/PARTS/BUILDINGS	96,426	110,000	110,000	110,000	110,000
	5380	MIN APPARATUS/TOOLS	1,489	3,000	3,000	3,000	3,000
	5410	MACHINERY/EQUIP	360	3,000	3,000	3,000	3,000
	5710	TRAVEL	-	1,000	1,000	1,000	1,000
	5715	PROFESSIONAL DEV	-	-	-	1,000	1,000
	5716	LICENSES & CONTINUING ED	-	3,000	3,000	5,000	5,000
	5730	DUES/SUBSCRIPTIONS	100	5,000	5,000	1,000	1,000
	5752	EMERGENCY REPAIRS	152,331	-	-	-	-
		SUBTOTAL	355,985	287,400	302,700	323,300	303,300
		TOTAL TOWN BUILDING MAINTENANCE	823,718	764,291	803,721	897,560	817,560

FACILITIES TOWN MECHANICAL/ELECTRICAL			FY2016	FY2017	FY2018	FY2019	FY2019
PUBLIC FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011891	T-MECHANICAL/ELEC	SALARIES					
	5110	REG WAGES	584,182	602,911	624,111	644,645	644,645
	5120	OVERTIME	41,532	40,000	40,000	40,000	40,000
	5140	SEASONAL	7,580	15,000	20,000	30,000	20,000
	5187	RETRO WAGES	22,243	-	-	-	-
		SUBTOTAL	655,537	657,911	684,111	714,645	704,645
011892	T-MECHANICAL/ELEC	EXPENSES					
	5288	MAINT/REP INVENTORY	59,698	63,000	63,000	73,000	63,000
	5291	RENT EQUIP	1,652	2,000	3,500	3,500	3,500
	5294	CLOTHING ALLOWANCE	4,001	3,400	4,000	4,500	4,500
	5295	OTHR SVCS	185,799	155,000	179,435	200,000	180,000
	5350	OPER SUPP/EQUIP	93,193	90,000	95,000	95,000	95,000
	5360	REPAIR/PARTS/EQUIP	10,776	20,000	30,000	30,000	30,000
	5380	MIN APPARATUS/TOOLS	5,049	3,000	3,000	3,000	3,000
	5410	MACHINERY/EQUIP	2,000	2,000	2,000	2,000	2,000
	5710	TRAVEL	2,396	3,000	3,000	3,000	3,000
	5715	PROFESSIONAL DEV	-	-	-	-	-
	5716	LICENSES & CONTINUING ED	-	3,000	3,000	3,000	3,000
	5730	DUES/SUBSCRIPTIONS	3,542	4,000	6,000	6,000	6,000
		SUBTOTAL	368,106	348,400	391,935	423,000	393,000
		TOTAL TOWN MECHANICAL/ELECTRICAL	1,023,643	1,006,311	1,076,046	1,137,645	1,097,645

ANDOVER PUBLIC SCHOOLS



Voters

School Committee

School Superintendent

ANDOVER PUBLIC SCHOOLS

ANDOVER PUBLIC SCHOOLS		FY2016	FY2017	FY2018	FY2019	FY2019
SCHOOL		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013001	ANDOVER SCHOOL SALARIES					
	5110 REGULAR WAGES	59,508,117	62,088,111	64,447,734	66,753,383	66,753,383
	SUBTOTAL	59,508,117	62,088,111	64,447,734	66,753,383	66,753,383
013002	ANDOVER SCHOOL EXPENSES					
	5700 UNCLASSIFIED EXP	13,788,474	14,011,092	14,889,437	15,757,275	15,757,275
	SUBTOTAL	13,788,474	14,011,092	14,889,437	15,757,275	15,757,275
	TOTAL ANDOVER SCHOOL	73,296,591	76,099,203	79,337,171	82,510,658	82,510,658

Andover Public Schools FY 2019 Requested Budget									
		Actual FY2014	Actual FY2015	Actual FY2016	Actual 2017	Budget 2018	FY2019 Requested Budget	Town Manager Recomm. 2019	
Personnel Salaries		56,217,707	57,594,012	59,508,117	61,697,244	64,447,734	66,753,383		
Expenses		12,709,886	13,310,440	13,788,474	14,401,959	14,889,437	15,757,275		
Total		68,927,593	70,904,452	73,296,591	76,099,203	79,337,171	82,510,658	82,510,658	
							\$ over FY 18	3,173,487	
							% over FY 18	4.00%	GAP
							TM \$ over FY 18	3,173,487	-
							TM % over FY 18	4.00%	

ANDOVER PUBLIC SCHOOLS

Budget Summary FY 2019 Requested

FY19 BUDGET GENERAL FUNDS									
Acct.	Function	FY19 Total Requested	FY18 Total Approved	Difference	Percent Change	FY17 Total Expended	FY16 Total Expended	FY15 Total Expended	FY14 Total Expended
110	School Committee	47,600	52,700	(5,100)	-9.7%	54,902	40,565	53,026	51,694
111	Legal Services	300,000	300,000	0	0.0%	282,476	185,257	551,724	424,760
120	Superintendent's Office	479,207	403,430	75,777	18.8%	412,801	379,062	320,421	322,906
141	Asst. Superintendent's Office	450,029	412,688	37,341	9.0%	400,392	405,738	274,065	276,431
142	Human Resources	609,948	597,377	12,571	2.1%	546,153	522,923	529,704	490,913
143	Business Services	1,113,664	1,099,746	13,918	1.3%	1,041,101	996,598	972,894	958,556
144	GAP Reduction	0	0	0		0	0	0	0
210	Supervisors	2,262,252	2,088,623	173,629	8.3%	2,148,438	1,910,410	1,672,154	1,580,225
220	Principals	3,839,707	3,743,725	95,982	2.6%	3,570,109	3,492,464	3,532,235	3,389,387
230	Teaching	51,846,701	50,440,891	1,405,810	2.8%	48,074,220	46,177,382	44,946,718	44,226,186
235	Professional Development	456,626	494,898	(38,272)	-7.7%	460,880	401,802	327,333	329,435
240	Textbooks/Educational Software	525,752	180,780	344,972	190.8%	166,178	62,122	86,084	100,330
250	Digital Learning & Media	1,404,559	1,284,347	120,212	9.4%	1,296,163	1,161,425	1,090,840	929,198
260	Technology	134,211	144,377	(10,166)	-7.0%	135,206	121,841	124,635	189,332
270	Guidance & Social Workers	2,265,775	2,062,665	203,110	9.8%	2,092,517	2,045,262	1,972,799	1,856,789
280	Evaluation/Therapy	1,608,736	1,393,514	215,222	15.4%	1,374,883	1,371,913	1,172,423	1,128,873
320	Health Services	923,005	878,064	44,941	5.1%	891,355	845,479	825,598	776,502
331	Transp. - Reg. Educ.	2,081,911	1,983,243	98,668	5.0%	1,907,770	1,818,370	1,725,361	1,556,812
332	Transp. - Special Educ.	1,879,996	1,959,482	(79,486)	-4.1%	1,799,783	1,792,192	1,690,007	1,553,276
333	Transp. - Homeless	40,000	18,000	22,000	122.2%	20,202	12,590	3,175	16,577
351	Athletics	566,611	458,398	108,213	23.6%	518,472	444,901	442,670	447,212
352	Student Activities	138,392	131,876	6,516	4.9%	131,290	134,708	132,188	128,367
360	Building Security	48,366	48,366	0	0.0%	46,141	45,236	45,236	45,236
411	Custodial Services	2,223,642	2,164,436	59,206	2.7%	2,282,637	2,210,103	2,050,297	2,041,539
412	Building Operations	1,306,500	1,254,697	51,803	4.1%	1,313,157	1,273,571	1,449,722	1,310,913
521	Medicare/Benefits	969,229	916,229	53,000	5.8%	917,502	882,200	843,601	825,515
730	Equipment	0				0	79,872	35,417	101,242
900	Prog. Other Districts	4,988,239	4,824,619	163,620	3.4%	4,214,475	4,482,605	4,034,125	3,869,387
	Total	82,510,658	79,337,171	3,173,487	4.00%	76,099,203	73,296,591	70,904,452	68,927,593

FY19 SALARY BUDGET GENERAL FUNDS									
Acct.	Function	FY19 Total Requested	FY18 Total Approved	Difference	Percent Change	FY17 Total Expended	FY16 Total Expended	FY15 Total Expended	FY14 Total Expended
110	School Committee	12,800	12,800	0	0.0%	14,100	12,975	12,150	10,425
120	Superintendent's Office	429,407	356,216	73,191	20.5%	356,593	338,909	292,217	285,194
141	Asst. Superintendent's Office	432,852	395,511	37,341	9.4%	387,858	390,670	260,072	253,157
142	Human Resources	430,598	414,352	16,246	3.9%	397,187	398,515	379,897	354,099
143	Business Services	990,207	954,808	35,399	3.7%	874,930	872,197	816,824	784,140
144	GAP Reduction	-	0	0			-	-	-
210	Supervisors	2,156,027	2,022,186	133,841	6.6%	2,084,492	1,850,399	1,620,528	1,549,935
220	Principals	3,622,494	3,562,340	60,154	1.7%	3,440,471	3,366,871	3,402,502	3,263,770
230	Teaching	50,532,808	49,199,971	1,332,837	2.7%	46,777,473	45,048,107	43,938,949	43,273,042
235	Professional Development	93,100	93,100	0	0.0%	150,534	158,704	157,219	146,699
250	Digital Learning & Media	1,349,846	1,224,162	125,684	10.3%	1,162,017	1,102,236	1,033,081	750,618
260	Technology			0			-	-	-
270	Guidance & Social Workers	2,249,075	2,047,430	201,645	9.8%	2,074,547	2,036,479	1,953,032	1,844,125
280	Evaluation/Therapy	720,567	584,979	135,588	23.2%	389,815	458,864	414,801	401,273
320	Health Services	904,319	859,378	44,941	5.2%	872,886	827,030	800,748	759,729
331	Transportation	197,231	188,608	8,623	4.6%	193,888	170,662	157,373	147,707
351	Athletics	380,947	331,244	49,703	15.0%	336,255	327,385	328,290	334,327
352	Student Activities	134,392	127,876	6,516	5.1%	126,590	130,920	128,198	127,050
360	Building Security	48,366	48,366	0	0.0%	46,141	45,236	45,236	45,236
411	Custodial Services	2,068,347	2,024,407	43,940	2.2%	2,011,467	1,971,958	1,852,895	1,887,181
	Total	66,753,383	64,447,734	2,305,649	3.6%	61,697,244	59,508,117	57,594,012	56,217,707

ANDOVER PUBLIC SCHOOLS

FY19 NON-SALARY BUDGET									
GENERAL FUNDS									
Acct.	Function	FY19 Total Requested	FY18 Total Approved	Difference	Percent Change	FY17 Total Expended	FY16 Total Expended	FY15 Total Expended	FY14 Total Expended
110	School Committee	34,800	39,900	(5,100)	-12.8%	40,802	27,590	40,876	41,269
111	Legal Services	300,000	300,000	-	0.0%	282,476	185,257	551,724	424,760
120	Superintendent's Office	49,800	47,214	2,586	5.5%	56,208	40,153	28,204	37,712
141	Asst. Superintendent's Office	17,177	17,177	-	0.0%	12,534	15,068	13,993	23,274
142	Human Resources	179,350	183,025	(3,675)	-2.0%	148,966	124,408	149,807	136,814
143	Business Services	123,457	144,938	(21,481)	-14.8%	166,171	124,401	156,070	174,416
144	Contingency	-	-	-	-	-	-	-	-
210	Supervisors	106,225	66,437	39,788	59.9%	63,946	60,011	51,626	30,290
220	Principals	217,213	181,385	35,828	19.8%	129,638	125,593	129,733	125,617
230	Teaching	1,313,893	1,240,920	72,973	5.9%	1,296,747	1,129,275	1,007,769	953,144
235	Professional Development	363,526	401,798	(38,272)	-9.5%	310,346	243,098	170,114	182,736
240	Textbooks/Educational Software	525,752	180,780	344,972	190.8%	166,178	62,122	86,084	100,330
250	Digital Learning & Media	54,713	60,185	(5,472)	-9.1%	134,146	59,189	57,759	178,580
260	Technology	134,211	144,377	(10,166)	-7.0%	135,206	121,841	124,635	189,332
270	Guidance & Social Workers	16,700	15,235	1,465	9.6%	17,970	8,783	19,767	12,664
280	Evaluation/Therapy	888,169	808,535	79,634	9.8%	985,068	913,049	757,622	727,600
320	Health Services	18,686	18,686	-	0.0%	18,469	18,449	24,850	16,773
331	Transp. - Reg. Educ.	1,884,680	1,794,635	90,045	5.0%	1,713,882	1,647,708	1,567,988	1,409,105
332	Transp. - Special Educ.	1,879,996	1,959,482	(79,486)	-4.1%	1,799,783	1,792,192	1,690,007	1,553,276
333	Transp. - Homeless	40,000	18,000	22,000	122.2%	20,202	12,590	3,175	16,577
351	Athletics	185,664	127,154	58,510	46.0%	182,217	117,516	114,380	112,885
352	Student Activities	4,000	4,000	-	0.0%	4,700	3,788	3,990	1,317
411	Custodial	155,295	140,029	15,266	10.9%	271,170	238,145	197,402	154,358
412	Building Operations	1,306,500	1,254,697	51,803	4.1%	1,313,157	1,273,571	1,449,722	1,310,913
521	Medicare/Benefits	969,229	916,229	53,000	5.8%	917,502	882,200	843,601	825,515
730	Equipment	-	-	-	-	-	79,872	35,417	101,242
900	Prog. Other Districts	4,988,239	4,824,619	163,620	3.4%	4,214,475	4,482,605	4,034,125	3,869,387
Total		15,757,275	14,889,437	867,838	5.8%	14,401,959	13,788,474	13,310,440	12,709,886

ANDOVER PUBLIC SCHOOLS

FY19 STAFF FIES BY FUNCTION AND FUNDING SOURCE						
FUNC	FUNCTION DESCRIPTION	FY 19 Requested	FY18 Actual*	FY18 ATM	Change from FY 18 Actual to FY 19 Requested	Change from FY18 Budget to FY18 Actual
110	SCHOOL COMMITTEE	0.00	0.00	-	-	-
120	SUPERINTENDENT	3.35	2.35	2.40	1.00	(0.05)
141	ASST SUPERINTENDENT	3.75	3.75	3.50	-	0.25
142	HUMAN RESOURCES	4.90	4.90	4.90	-	-
143	BUSINESS SERVICES	11.37	11.37	11.57	-	(0.20)
210	SUPERVISORY	20.55	20.55	20.35	-	0.20
220	PRINCIPALS	40.06	40.06	40.86	-	(0.80)
230	TEACHING	708.86	703.45	700.52	5.41	2.93
235	PROFESIONAL DEVL PNT				-	-
250	LIBRARY/MEDIA	16.20	16.20	15.50	-	0.70
260	TECHNOLOGY				-	-
270	GUIDANCE	26.32	26.32	25.32	-	1.00
280	EVALUATION/THERAPY	7.50	7.20	6.30	0.30	0.90
320	HEALTH SERVICES	14.00	14.00	14.00	-	-
331	TRANSP - REG ED	7.00	7.00	7.00	-	-
351	ATHLETICS	2.00	2.00	1.60	-	0.40
352	STUDENT ACTIVITIES	-	-	-	-	-
360	BUILDING SECURITY	1.00	1.00	1.00	-	-
411	CUSTODIAL	39.50	39.50	39.50	-	-
	Operating Budget Total	906.36	899.65	894.32	6.71	5.33
GRANTS						
Early Child		0.29	0.29	0.29	-	-
IDEA		26.32	26.32	26.32	-	-
Title 1		3.25	3.25	3.30	-	(0.05)
NE Arts		-	2.00	1.00	-	1.00
Schl Health		1.00	1.00	1.00	-	-
Pathway		0.20	0.20	-	-	0.20
	Grant Total	31.06	33.06	31.91	-	1.15
REVOLVING						
All day K		13.06	13.06	17.97	(4.91)	(4.91)
SPED-Tops		1.39	0.50	0.50	0.89	0.89
Café		36.22	36.22	33.84	2.38	2.38
Collins Ctr		1.00	1.00	1.00	-	-
HITF		1.10	1.10	1.10	-	-
Pre K		2.85	2.85	1.85	1.00	1.00
	Revolving Total	55.62	54.73	56.26	(0.64)	(0.64)
	Total Operating, Grant & Revolving	993.04	987.44	982.49	5.60	5.60

* Variations based upon quarterly FTE reports to date.

Early Child	Early Childhood Grant
IDEA	Individuals with Disabilities Education Act
Title 1	Improving the Academic Achievement of the Disadvantaged
NE Arts	New England Arts for Literacy Grant
Schl Health	Essential School Health Grant
Pathway	Pathways Grant-ACE
All day K	All Day Kindergarten Program
SPED-Tops	SPED-Transition Opportunity Program (Partnership with North Andover)
Café	Food Service Program
Collins Ctr	Collins Center
HITF	Health Insurance Trust Fund
Pre K	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		FY2016	FY2017	FY2018	FY2019	FY2019
TECHNICAL SCHOOLS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013012	TECHNICAL SCHOOL EXPENSES					
	5295 OTHER CHGS/SERVICES	569,335	610,000	610,000	628,300	628,300
TOTAL	SUBTOTAL	569,335	610,000	610,000	628,300	628,300
	TOTAL TECHNICAL SCHOOLS	569,335	610,000	610,000	628,300	628,300

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			FY2016	FY2017	FY2018	FY2019	FY2019
DEBT SERVICE			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017102	NON-EXEMPT DEBT SERVICE PRINCIPAL						
	5741	SCHOOL LOANS	1,517,400	1,562,500	1,744,000	1,831,100	1,831,100
	5742	WATER LOANS	1,200,263	1,284,756	1,345,004	1,532,258	1,532,258
	5743	SEWER LOANS	1,913,300	1,880,200	1,855,000	1,870,000	1,870,000
	5744	STREET LOANS	238,000	347,800	285,000	280,000	280,000
	5745	MUNICIPAL BLDGS LOANS	991,900	1,228,900	1,048,900	1,196,900	1,196,900
	5746	PUBLIC SAFETY LOANS	125,800	70,000	70,000	143,000	143,000
	5747	LAND ACQ LOANS	441,850	440,000	425,000	420,000	420,000
	5749	OTHER MUN PURPOSES	300,000	352,304	267,898	148,504	148,504
	SUBTOTAL		<u>6,728,513</u>	<u>7,166,460</u>	<u>7,040,802</u>	<u>7,421,762</u>	<u>7,421,762</u>
017112	EXEMPT DEBT SERVICE PRINCIPAL						
	5741	SCHOOL LOANS	3,904,000	2,966,800	2,350,000	2,340,000	2,340,000
	5746	PUBLIC SAFETY LOANS	<u>577,100</u>	<u>552,100</u>	<u>547,100</u>	<u>542,100</u>	<u>542,100</u>
	SUBTOTAL		<u>4,481,100</u>	<u>3,518,900</u>	<u>2,897,100</u>	<u>2,882,100</u>	<u>2,882,100</u>
	TOTAL DEBT PRINCIPAL		11,209,613	10,685,360	9,937,902	10,303,862	10,303,862

DEBT INTEREST			FY2016	FY2017	FY2018	FY2019	FY2019
DEBT SERVICE			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017502	NON-EXEMPT DEBT SERVICE INTEREST						
	5732	INT ON BANS NON-EXEMPT	6,464	80,000	80,000	80,000	80,000
	573202	BANS NON-EXEMPT WATER	-	35,000	35,000	35,000	35,000
	5739	BOND ISSUE EXPENSE	17,948	105,000	105,000	105,000	105,000
	5741	SCHOOL LOANS	750,959	713,004	767,923	757,324	757,324
	5742	WATER LOANS	467,933	491,542	673,126	531,679	531,679
	5743	SEWER LOANS	686,437	616,572	551,473	579,277	579,277
	5744	STREET LOANS	90,462	107,781	93,788	79,487	79,487
	5745	MUNICIPAL BLDGS LOANS	308,283	357,584	332,320	769,537	769,537
	5746	PUBLIC SAFETY LOANS	14,674	11,550	8,990	18,742	18,742
	5747	LAND ACQ LOANS	196,384	180,563	164,111	147,000	147,000
	5749	OTHER MUN PURPOSES	<u>78,347</u>	<u>96,938</u>	<u>71,032</u>	<u>63,084</u>	<u>63,084</u>
	SUBTOTAL		<u>2,617,891</u>	<u>2,795,534</u>	<u>2,882,763</u>	<u>3,166,130</u>	<u>3,166,130</u>
017512	EXEMPT DEBT SERVICE INTEREST						
	5741	SCHOOL LOANS	1,318,533	1,186,827	1,127,350	1,019,998	1,019,998
	5746	PUBLIC SAFETY LOANS	<u>150,267</u>	<u>122,674</u>	<u>100,892</u>	<u>78,912</u>	<u>78,912</u>
	SUBTOTAL		<u>1,468,800</u>	<u>1,309,501</u>	<u>1,228,242</u>	<u>1,098,910</u>	<u>1,098,910</u>
	TOTAL DEBT INTEREST		4,086,691	4,105,035	4,111,005	4,265,040	4,265,040
	DEBT SERVICE EXPENSES						
		FROM CABLE FUND	<u>(336,638)</u>	<u>(479,561)</u>	<u>(321,838)</u>	<u>(239,637)</u>	<u>(239,637)</u>
	SUBTOTAL		<u>(336,638)</u>	<u>(479,561)</u>	<u>(321,838)</u>	<u>(239,637)</u>	<u>(239,637)</u>
	TOTAL DEBT SERVICE		15,296,304	14,790,396	14,048,907	14,568,902	14,568,902

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 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 CONDITIONING	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

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS ANALYSIS OF BONDS AUTHORIZED AND UNISSUED AS OF DECEMBER 31, 2017							
ARTICLE	PROJECT NAME	AUTHORIZATION JULY 1, 2017	NEW AUTHORIZATIONS FY2018	BONDING	PAID BY PREMIUM	PAID OFF	REMAINING AUTHORIZATION DECEMBER 31, 2017
SEWER ENTERPRISE							
ART 64 2007	SHAWSHEEN PUMPING STATION	350,000					350,000
ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	2,200,000					2,200,000
		2,550,000	-	-			2,550,000
WATER ENTERPRISE							
ART 36 2012	WATER PLANT BACKWASH TANK	300,000					300,000
ART 38 2015	WATER MAIN REPLACEMENT	1,555,000		1,308,000		247,000	-
ART 41 2016	WATER MAIN REPLACEMENT	1,000,000					1,000,000
ART 27 2017	WATER MAIN REPLACEMENT		3,000,000	464,300	35,700		2,500,000
ART 30 2017	WTP ELECTRICAL SUBSTATION		500,000	276,800	23,200		200,000
ART 31 2017	BANCROFT HIGH LIFT PUMPS		750,000	464,300	35,700		250,000
ART 38 2017	WTP HEATING SYSTEM		300,000	93,500	6,500		200,000
							-
		2,855,000	4,550,000	2,606,900	101,100	247,000	4,450,000
GENERAL GOVERNMENT							
ART 44 1999	LANDFILL CLOSURE						-
ART 31 2008	LANDFILL CLOSURE	6,695,000					6,695,000
		6,695,000	-	-			6,695,000
SCHOOL							
ART 59 2009	BANCROFT FEASIBILITY STUDY	363,000					363,000
ART 3A 2010	BANCROFT SCHOOL PROJECT	15,562,751					15,562,751
ART 1 2013 STM	BANCROFT SCHOOL PROJECT #2	83,802					83,802
ART 40 2015	SCHOOL SITE IMPROVEMENTS (HOLD)	319,000					319,000
ART 29 2016	COLLINS CENTER FAÇADE	2,000,000		1,700,000			300,000
ART 45 2017	HIGH PLAIN/WOODHILL A/C UPGRADE	-	775,000	449,100	50,900		275,000
ART 47 2017	MAJOR SCHOOL PROJECTS	-	770,000	360,000	40,000		370,000
							-
		18,328,553	1,545,000	2,509,100	90,900	-	17,273,553
ROAD AND DRAINAGE							
ART 29, 2017	ENMORE STREET RECONSTRUCTION	-	655,000				655,000
		-	655,000	-	-	-	655,000
CONSERVATION AND LAND ACQUISITION							
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	800,000					800,000
ART 23 2002	CONSERVATION FUND	400,000					400,000
		1,200,000	-				1,200,000
TECHNOLOGY							
ART 22 2012	TECHNOLOGY AND INFRASTRUCTURE	-					-
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000					200,000
ART 46 2017	SAFETY & SECURITY UPGRADES PHASE 2		300,000				300,000
		200,000	300,000	-	-	-	500,000
TOWN BUILDINGS							
ART 28 2016	TOWN BUILDING AND FACILITY MAINTENANCE	350,000		315,250	34,750		-
ART 57 2016	MEMORIAL PLAYSTEAD PLAYGROUND	120,000		108,650	11,350		-
ART 33 2017	MUNICIPAL SERVICES FACILITY		17,500,000	8,868,000	132,000		8,500,000
ART 43 2017	MAJOR TOWN BUILDING PROJECTS		320,000	288,300	31,700		-
ART 44 2017	TOWN & SCHOOL ENERGY EFFICIENCIES		420,000	270,800	29,200		120,000
		470,000	18,240,000	9,851,000	239,000	-	8,620,000
MISCELLANEOUS							
ART 27 2016	FIRE APPARATUS	575,000		233,000		342,000	-
ART 41 2017	DPW VEHICLES		450,000				450,000
ART 42 2017	FIRE AMBULANCE		270,000				270,000
		575,000	720,000	233,000	-	342,000	720,000
TOTAL GENERAL GOVERNMENT		27,468,553	21,460,000	12,593,100	329,900	342,000	35,663,553
GRAND TOTAL		32,873,553	26,010,000	15,200,000	431,000	589,000	42,663,553

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS										
DETAIL DEBT SCHEDULE BY FISCAL YEAR										
As of July 1, 2018										
PRINCIPAL & INTEREST										
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	2019	2020	2021	2022	2023	TOTAL ALL YEARS
EXEMPT DEBT										
SCHOOL										
SCHOOL BONDS EXEMPT REFI	ART 19, 1999	2/15/10	2.81%	1,092,000	123,625.00	117,875.00	-	-	-	241,500.00
SCHOOL BONDS Sewer REFI	ART 9, 2000	2/15/10	2.398%	1,561,000.00	156,100.00	142,800.00	142,800.00	-	-	448,000.00
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	12/22/11	1.645%	3,361,700	381,287.50	362,987.50	348,137.50	333,487.50	318,543.75	1,744,443.75
BANCROFT FEASIBILITY	ART 59, 2009	12/22/11	2.339%	162,000	12,812.50	12,412.50	12,112.50	11,812.50	11,500.00	116,787.55
MIDDLE/SCHOOL Refi NC	ART 9, 2000	12/19/12	1.821%	1,500,000	208,500.00	197,000.00	175,900.00	165,200.00	159,600.00	1,351,400.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	2.459%	14,000,000	1,043,250.00	1,034,250.00	1,013,250.00	985,250.00	957,250.00	13,185,375.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	3.076%	13,055,000	1,080,062.50	1,047,312.50	1,014,562.50	981,812.50	949,062.50	13,754,562.50
BANCROFT SCHOOL	ART 1, 2013	3/6/14	3.069%	2,435,000	203,900.00	197,650.00	191,400.00	180,150.00	174,150.00	2,548,050.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	2.816%	100,000	7,162.50	7,562.50	7,562.50	7,162.50	7,162.50	110,287.50
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.789%	779,000	62,887.50	61,287.50	59,687.50	58,087.50	56,487.50	845,112.50
BANCROFT SCHOOL	ART 3, 2010	12/15/16	2.937%	967,000	79,860.00	78,360.00	76,860.00	72,405.00	73,950.00	1,209,010.00
TOTAL SCHOOL	017112-5741				3,359,997.50	3,265,997.50	3,042,272.50	2,795,567.50	2,707,706.25	35,554,528.80
PUBLIC SAFETY										
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2.570%	2,807,000	300,850.00	287,350.00	270,300.00	-	-	858,500.00
PUBLIC SAFETY CENTER REFI	ART 40, 2001	2/15/10	2.575%	101,500	11,050.00	11,050.00	10,600.00	10,200.00	-	43,400.00
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2.573%	2,353,500	270,825.00	259,075.00	243,600.00	229,500.00	-	1,003,000.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	3.773%	80,000	6,081.26	5,887.51	5,696.88	5,500.00	5,300.00	33,565.65
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	3.929%	425,000	31,705.00	29,570.00	28,979.68	28,156.26	27,306.26	282,162.82
TOTAL PUBLIC SAFETY CENTER	017112-5746				621,011.26	593,112.51	559,176.56	273,356.26	32,606.26	2,220,628.47
TOTAL EXEMPT					3,981,008.76	3,859,110.01	3,601,449.06	3,068,923.76	2,740,312.51	37,775,157.27
PUBLIC SERVICE ENTERPRISES										
WATER DEBT										
WATER TREATMENT PLANT	ART 42, 2002	12/22/11	1.768%	473,000	57,480.00	50,580.00	49,230.00	47,880.00	46,473.75	295,127.50
WATER SYSTEM	ART 20, 2003	12/15/11	1.778%	997,400	116,007.50	112,007.50	109,007.50	101,107.50	98,138.75	629,303.75
WATER MAINS REFINANCED	ART 43, 2002	12/19/12	3.986%	235,050	30,192.00	29,876.00	28,876.00	27,876.00	21,976.00	180,444.00
WATER SYSTEM	ART 20, 2008	10/15/06	3.883%	1,000,000	66,575.00	64,712.50	62,825.00	60,912.50	58,975.00	530,000.00
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	4,666,635	283,576.30	283,575.89	283,575.84	283,576.17	283,575.87	2,552,184.22
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	634,717	38,370.28	38,370.23	38,370.23	38,370.23	38,371.01	422,075.64
WATER SYSTEM	ART 20, 2003	12/1/07	3.918%	1,472,000	102,281.26	99,375.01	96,515.63	93,562.50	85,662.50	863,315.65
WATER SYSTEM	ART 34, 2005	12/1/07	3.926%	1,000,000	69,000.00	67,062.50	65,156.25	63,187.50	61,187.50	601,250.00
WATER SYSTEM	ART 41, 2005	12/1/07	3.488%	50,000	-	-	-	-	-	-
WATER SYSTEM	ART 34, 2005	3/15/09	2.811%	198,000	-	-	-	-	-	-
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	2.436%	250,000	19,575.00	18,975.00	18,525.00	18,075.00	12,662.50	189,975.00
WTP GRANULAR CARBON	ART 33, 2010	12/22/11	1.545%	400,000	44,800.00	43,200.00	42,000.00	40,800.00	-	170,800.00
WATER TREATMENT PLANT	ART 33, 2010	2/24/11	2.624%	300,000	33,600.00	32,400.00	31,200.00	-	-	97,200.00
WATER MAINS	ART 31, 2010	12/19/12	2.458%	500,000	37,250.00	36,937.50	36,187.50	35,187.50	34,187.50	470,906.26
WATER TREATMENT PLANT PUMP	ART 44, 2011	12/19/12	1.451%	100,000	11,225.00	11,100.00	10,800.00	10,400.00	-	43,525.00
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	3.078%	500,000	41,281.26	40,031.26	38,781.26	37,531.26	36,281.26	527,406.36
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	3.062%	1,439,000	121,337.50	117,887.50	113,837.50	105,087.50	101,587.50	1,493,237.50
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	2.065%	500,000	65,000.00	62,500.00	60,000.00	57,500.00	55,000.00	352,500.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	3.078%	1,000,000	82,562.50	80,062.50	77,562.50	75,062.50	72,562.50	1,054,812.50
GAC REPLACEMENT	ART 33, 2010	3/6/14	2.027%	110,000	13,000.00	12,500.00	12,000.00	11,500.00	11,000.00	70,500.00
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012	6/19/15	2.043%	500,000	64,000.00	62,000.00	60,000.00	58,000.00	56,000.00	406,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	2.043%	500,000	64,000.00	62,000.00	60,000.00	58,000.00	56,000.00	406,000.00
FIRE HYDRANT INFRAS MAINT 1	ART 46, 2016	6/19/15	2.043%	500,000	64,000.00	62,000.00	60,000.00	58,000.00	56,000.00	406,000.00
FIRE HYDRANT INFRAS MAINT 2	ART 22, 2014	6/19/15	2.043%	500,000	64,000.00	62,000.00	60,000.00	58,000.00	56,000.00	406,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	2.022%	340,000	44,400.00	43,000.00	41,600.00	40,200.00	38,800.00	271,600.00
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	2.200%	1,375,800	178,984.00	174,784.00	170,584.00	166,187.00	162,190.00	1,430,694.00
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	2.560%	1,308,000	165,050.00	135,600.00	131,100.00	127,950.00	124,800.00	1,680,725.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	2.570%	464,300	64,831.00	50,875.00	44,250.00	43,200.00	42,150.00	595,106.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	2.520%	276,800	37,320.00	29,750.00	28,500.00	28,050.00	27,350.00	353,795.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	2.570%	464,300	64,831.00	50,875.00	44,250.00	43,200.00	42,150.00	595,106.00
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	2.530%	93,500	18,723.00	13,000.00	12,500.00	7,200.00	7,025.00	116,748.00
TOTAL WATER	017102-5742				2,063,936.96	1,946,737.44	1,887,484.21	1,795,603.16	1,686,106.64	17,212,337.38

DEBT SERVICE INFORMATION

SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	3.078%	2,400,000	198,150.00	192,150.00	186,150.00	180,150.00	174,150.00	2,531,550.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	2.641%	1,250,000	124,200.00	119,950.00	115,700.00	111,450.00	107,200.00	1,119,550.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	2.469%	1,500,000	143,000.00	139,000.00	135,000.00	131,000.00	127,000.00	1,462,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.770%	285,000	23,400.00	22,800.00	22,200.00	21,600.00	21,000.00	308,002.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	2.187%	432,500	57,125.00	55,775.00	54,425.00	53,075.00	51,725.00	446,950.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	2.195%	475,000	63,350.00	61,850.00	60,350.00	58,850.00	57,350.00	491,000.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	2.195%	475,000	63,350.00	61,850.00	60,350.00	58,850.00	57,350.00	491,000.00
COLLINS CENTER HALLWAY	ART 29, 2016	12/15/17	2.830%	1,700,000	193,821.00	142,175.00	137,925.00	134,950.00	131,975.00	2,294,121.00
HIGH PLAIN WOODHILL AC UPGRADE	ART 45, 2017	12/15/17	2.200%	449,100	76,638.00	74,638.00	72,638.00	70,638.00	68,638.00	555,463.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	2.200%	360,000	66,896.00	48,125.00	46,375.00	44,625.00	42,875.00	444,196.00
TOTAL SCHOOL	017102-5741			2,588,423.82	2,238,723.82	2,151,568.79	2,079,228.80	2,002,175.05	1,925,125.05	23,596,076.86
STREET										
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	3.900%	250,000	12,915.00	12,542.50	12,165.00	11,782.50	11,395.00	92,600.00
STORM DRAINS	ART 50, 2008	3/15/09	3.958%	100,000	7,337.50	7,087.50	6,906.26	6,712.50	6,512.50	69,143.80
MAIN ST DEVELOPMENT	ART 48, 2002	2/15/10	1.953%	269,000	25,625.00					25,625.00
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	3.757%	100,000	7,425.00	7,225.00	7,025.00	6,825.00	6,625.00	75,893.76
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	3.757%	400,000	29,918.76	29,118.76	28,318.76	27,518.76	26,718.76	311,418.88
BRIDGE REPAIR	ART 24, 2011	12/22/11	2.552%	100,000	6,987.50	6,787.50	6,637.50	6,487.50	6,337.50	84,312.55
PARKING LOT	ART 25, 2011	12/22/11	2.072%	85,000	6,218.76	6,018.76	5,868.76	5,718.76	5,568.76	50,440.70
DRAINAGE	ART 33, 2011	12/22/11	2.552%	200,000	13,975.00	13,575.00	13,275.00	12,975.00	12,675.00	168,625.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	3.591%	280,000	22,087.50	21,487.50	20,887.50	20,287.50	19,687.50	221,475.00
BRIDGE REPAIR	ART 32, 2008	12/19/12	2.458%	200,000	14,900.00	14,775.00	14,475.00	14,075.00	13,675.00	188,362.50
STORM DRAINAGE	ART 33, 2011	12/19/12	2.458%	100,000	7,450.00	7,387.50	7,237.50	7,087.50	6,937.50	94,181.26
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	2.272%	1,000,000	95,562.50	94,687.50	92,587.50	89,787.50	86,987.50	915,368.76
SIDEWALK CONSTRUCTION	ART 20, 2014	6/19/15	1.420%	138,000	27,000.00	26,000.00				53,000.00
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	2.178%	285,400	37,971.00	37,071.00	36,171.00	34,778.50	34,386.00	293,953.50
SIDEWALK CONSTRUCTION - RIVER ST	ART 62, 2015	12/15/16	1.781%	197,100	44,113.00	42,913.00	41,713.00	40,513.00	39,313.00	166,995.50
TOTAL STREET	017102-5744			359,486.52	326,676.52	326,676.52	293,267.78	281,642.52	237,381.02	2,810,796.21
MUNICIPAL FACILITIES										
TOWN BUILDINGS	ART 28-1, 2002	12/22/11	1.894%	40,000	8,160.00					8,160.00
BRIDGE BUILDINGS	ART 32, 2001	12/22/11	1.828%	368,000	69,360.00					69,360.00
TOWN HVAC	ART 46, 2006	12/10/17	3.669%	250,000	18,200.00	18,200.00	17,590.00	16,980.00	16,370.00	87,890.00
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	3.806%	200,000	20,062.50	20,825.00	20,281.26	19,700.00	19,100.00	145,468.76
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	3.927%	290,000	21,575.00	20,825.00	20,281.26	19,700.00	19,100.00	192,837.54
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	3.929%	75,000	5,595.00	5,250.00	5,114.06	4,968.76	4,818.76	49,793.44
TOWN BUILDINGS	ART 27, 2007	12/15/10	3.230%	400,000	28,700.00	27,700.00	26,800.00	26,000.00	25,200.00	268,800.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	3.566%	650,000	51,350.00	49,950.00	48,550.00	47,150.00	45,750.00	509,362.50
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	2.338%	163,000	12,812.50	12,412.50	12,112.50	11,812.50	11,500.00	116,787.55
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	2.552%	500,000	34,937.50	33,937.50	33,187.50	32,437.50	31,656.25	421,562.55
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	2.552%	100,000	6,987.50	6,787.50	6,637.50	6,487.50	6,337.25	84,312.55
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	2.658%	325,000	24,875.00	24,075.00	23,475.00	22,875.00	22,250.00	201,762.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	2.947%	100,000	6,400.00	6,200.00	6,000.00	5,800.00	5,600.00	40,600.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	2.075%	200,000	19,337.50	19,150.00	18,700.00	18,100.00	17,500.00	148,287.50
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	2.035%	200,000	19,437.50	19,250.00	18,800.00	18,200.00	17,600.00	147,887.50
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	2.161%	400,000	33,812.50	33,500.00	32,750.00	31,750.00	30,750.00	301,312.50
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	1.999%	125,000	12,575.00	12,450.00	12,150.00	11,750.00	11,350.00	88,025.00
FIRE COMMUNICATIONS	ART 31, 2012	12/19/12	1.459%	200,000	22,450.00	22,200.00	21,600.00	20,800.00	20,000.00	87,050.00
TECHNOLOGY HARDWARE	ART 22, 2012	12/19/12	1.458%	1,600,000	196,437.50	194,250.00	189,000.00	182,000.00	175,000.00	761,687.50
YOUTH CENTER	ART 3, 2011 STM	3/6/14	3.078%	2,000,000	165,125.00	160,125.00	155,125.00	150,125.00	145,125.00	2,109,625.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	6/19/15	2.657%	300,000	29,425.00	28,425.00	27,425.00	26,425.00	25,425.00	271,075.00
TECHNOLOGY INFRASTRUCTURE	ART 22, 2012	6/19/15	1.441%	200,000	43,200.00	41,600.00	40,000.00	38,400.00	36,800.00	84,800.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	2.032%	236,000	31,400.00	30,400.00	29,400.00	28,400.00	27,400.00	184,400.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	1.432%	467,000	57,600.00	55,800.00	54,000.00	52,200.00	50,400.00	365,400.00
DPW VEHICLES	ART 45, 2014	6/19/15	1.432%	260,000	54,000.00	52,000.00	50,000.00	48,000.00	46,000.00	106,000.00
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	6/19/15	2.043%	150,000	18,600.00	18,600.00	18,600.00	17,400.00	16,800.00	121,800.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	2.188%	387,600	50,904.00	49,704.00	48,504.00	47,304.00	46,104.00	401,184.00
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	2.644%	1,153,400	114,002.00	111,002.00	109,202.00	105,226.00	104,450.00	1,322,232.00
PUBLIC WORKS VEHICLES	ART 26, 2016	3/4/20	1.780%	343,200	77,146.00	75,946.00	75,946.00	64,148.00	64,148.00	289,286.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	2.182%	333,000	44,295.00	44,295.00	42,195.00	41,450.00	40,095.00	343,220.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	12/15/17	2.190%	315,250	59,519.00	46,475.00	44,725.00	43,000.00	41,275.00	387,216.00
MEMORIAL PLAYSTAD PLAYGROUND	ART 57, 2016	12/15/17	2.190%	108,650	30,189.00	13,600.00	13,100.00	12,750.00	12,400.00	131,714.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	3.210%	8,868,000	473,455.00	476,775.00	472,900.00	476,500.00	474,725.00	14,228,922.00
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	2.190%	288,500	50,906.00	40,600.00	39,100.00	38,050.00	37,000.00	354,531.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	2.190%	270,800	52,316.00	39,750.00	38,250.00	37,000.00	35,750.00	332,316.00
TOTAL MUNICIPAL FACILITIES	017102-5745			1,966,439.00	1,809,197.00	1,676,388.58	1,628,451.76	1,522,112.76	1,432,112.76	24,764,668.39

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		FY2016	FY2017	FY2018	FY2019	FY2019
INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019452	GENERAL INSURANCE					
	5202 COMPREHENSIVE INS	410,209	424,536	488,216	525,591	525,591
	5711 WORKER'S COMP	322,344	359,295	413,189	442,112	442,112
	SUBTOTAL	<u>732,553</u>	<u>783,831</u>	<u>901,405</u>	<u>967,703</u>	<u>967,703</u>
	TOTAL GENERAL INSURANCE	732,553	783,831	901,405	967,703	967,703

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

UNEMPLOYMENT COMPENSATION		FY2016	FY2017	FY2018	FY2019	FY2019
UNEMPLOYMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019132	UNEMPLOYMENT COMPENSATION					
	5712 UNEMPLOYMENT COMP	158,000	160,000	160,000	160,000	160,000
	SUBTOTAL	158,000	160,000	160,000	160,000	160,000
	TOTAL UNEMPLOYMENT COMP	158,000	160,000	160,000	160,000	160,000

HEALTH INSURANCE

Health Insurance Fund

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

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

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

The Town Manager’s preliminary recommended FY19 appropriation for employee and retiree health insurance is \$20,662,075. This budget recommendation is based on an estimated increase in plan renewal rates effective July 1, 2018. The Town anticipates receiving the actual renewal rate proposal prior to the 2018 Annual Town Meeting, which may warrant an adjustment in the recommended appropriation.

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

HEALTH INSURANCE	FY2016	FY2017	FY2018	FY2019	FY2019
HEALTH INSURANCE	ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019142 HEALTH INSURANCE EXPENSES					
5206 HEALTH INSURANCE	17,052,416	17,905,037	19,257,000	20,662,075	20,662,075
SUBTOTAL	17,052,416	17,905,037	19,257,000	20,662,075	20,662,075
TOTAL HEALTH INSURANCE	17,052,416	17,905,037	19,257,000	20,662,075	20,662,075

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

OTHER POST EMPLOYMENT BENEFITS (OPEB)

Other Post Employment Benefits (OPEB)

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

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

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

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

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

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

The Town has been appropriating funding into its OPEB Trust Fund since 2010. Funding has been requested at each Annual Town Meeting from various funding sources. The 2017 Annual Town Meeting appropriated a total of \$1,648,721 into the OPEB Trust Fund 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 balance in the OPEB Trust Fund as of 6/30/17 was \$7,668,276 including interest.

For FY2019, the Town Manager is recommending a total appropriation of \$1,811,888 from the following sources: \$647,185 from Gen. Fund (Art. 4); \$330,000 from water rates, \$65,000 from sewer rates, and \$769,703 from health insurance savings. The appropriation is a 2.5% increase from the FY 2018 budget. The next actuarial valuation will reflect these results of these reform measures.

OPEB		FY2016	FY2017	FY2018	FY2019	FY2019
OTHER POST EMPLOYMENT BENEFITS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019152	OPEB					
	5950	FIXED COSTS	500,000	1,127,572	1,264,338	1,416,888
		SUBTOTAL	500,000	1,127,572	1,264,338	1,416,888
		TOTAL OPEB	500,000	1,127,572	1,264,338	1,416,888

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		FY2016	FY2017	FY2018	FY2019	FY2019
RETIREMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019112	RETIREMENT EXPENSES					
	5721 PENSION CONTRIBUTORY	7,946,015	8,360,984	9,428,488	10,371,338	10,371,338
	SUBTOTAL	7,946,015	8,360,984	9,428,488	10,371,338	10,371,338
	TOTAL RETIREMENT	7,946,015	8,360,984	9,428,488	10,371,338	10,371,338

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		FY2016	FY2017	FY2018	FY2019	FY2019
COMPENSATION FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011301	COMPENSATION FUND SALARIES					
	5199 COMPENSATION PLAN	-	612,500	556,815	-	-
	SUBTOTAL	-	612,500	556,815	-	-
	TOTAL COMPENSATION FUND	-	612,500	556,815	-	-

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		FY2016	FY2017	FY2018	FY2019	FY2019
RESERVE FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011322	RESERVE FUND EXPENSES					
	5700 UNCLASSIFIED EXP	-	200,000	200,000	200,000	200,000
	SUBTOTAL	-	200,000	200,000	200,000	200,000
	TOTAL RESERVE FUND	-	200,000	200,000	200,000	200,000

SECTION 6



REVENUE & EXPENDITURE PROJECTIONS

REVENUE & EXPENDITURE PROJECTIONS

	11/16	10/17	2/18	FY2019 PROJECTION	FY2020 PROJECTION	FY2021 PROJECTION	FY2022 PROJECTION	FY2023 PROJECTION	FY19 ASSUMPTIONS
REVENUE AND EXPENDITURE PROJECTIONS									
REVENUES									
PROPERTY TAXES									
Prior year Tax Levy Limit	124,996,152	130,709,371	136,417,582	142,057,773	147,838,969	153,764,696	159,688,565	165,764,381	Beginning tax levy limit based on full levy FY18
Annual Increase	3,124,904	3,267,734	3,410,440	3,551,444	3,695,974	3,841,177	3,985,964	4,130,919	Additional 2.5% allowed by law
Certified New Growth	2,588,316	2,440,476	2,229,752	2,229,752	2,229,752	2,229,752	2,229,752	2,229,752	New growth estimate based on 3-yr. ave.
Unused Tax Levy Capacity	(1,524,450)	(1,105,825)	(900,000)	(800,000)	(700,000)	(600,000)	(500,000)	(400,000)	Unused Levy ATM 2015
TOTAL	129,088,938	135,311,707	141,757,773	147,538,969	153,464,666	159,538,565	165,764,381	172,000,000	
ADDITIONAL PROP 2.12 PROPERTY TAXES									
Debt Service Exclusion (Exempt)	4,628,401	4,125,342	3,981,010	3,859,110	3,736,989	3,614,868	3,492,747	3,370,626	Exempting bonded projects
Sales Tax Exemption (To be borrowed)	(88,874)	(84,491)	(78,114)	(73,121)	(68,128)	(63,135)	(58,142)	(53,149)	Per Town Act calculation
Less State Reimbursement	3,597,424	4,040,851	3,902,896	3,762,989	3,623,082	3,483,175	3,343,268	3,203,361	Final SBAB Reimbursement - FY17
TOTAL	9,337,951	8,281,642	7,984,806	7,749,078	7,508,951	7,263,922	7,019,895	6,774,836	
STATE AID									
Chapter 70 Education Aid	9,768,234	10,066,835	10,318,669	10,518,922	10,729,301	10,943,887	11,162,765	11,388,111	2% Increase (FY19 Governor Budget HI) Level
School Tuition/Capital Assessment Reimbursement	8,037	5,358	13,945	13,945	13,945	13,945	13,945	13,945	Level
School Construction Reimb SBAB	1,142,103	45,830	45,719	45,719	45,719	45,719	45,719	45,719	Actual Debt Offset - Final Payment FY17
Reserve for Direct Expenditures (CS Offices)	44,964	78,521	77,015	77,015	77,015	77,015	77,015	77,015	Level
Veterans Benefits	41,797	39,318	39,662	39,662	39,662	39,662	39,662	39,662	Level
Vet. Blind. Surv. Spouse Exempt	208,157	207,929	208,490	208,490	208,490	208,490	208,490	208,490	Level
State Owned Land	1,718,958	1,718,958	1,718,958	1,718,958	1,718,958	1,718,958	1,718,958	1,718,958	Level
General Municipal Aid	1,009,841	1,207,377	1,234,844	1,262,345	1,290,311	1,318,311	1,346,311	1,374,311	2% Increase (FY19 Governor Budget HI)
TOTAL	13,663,086	14,369,548	14,644,959	14,920,779	15,196,655	15,472,531	15,748,407	16,024,283	
GENERAL LOCAL REVENUES									
Motor Vehicle Fees	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5 Year Average
Licenses/Permits	2,377,000	2,445,000	2,732,111	2,732,111	2,732,111	2,732,111	2,732,111	2,732,111	Level
Penalties/Interest	430,000	416,100	426,345	426,345	426,345	426,345	426,345	426,345	Level
Fines	300,000	300,000	339,848	339,848	339,848	339,848	339,848	339,848	Level
General Government	230,000	300,000	292,378	292,378	292,378	292,378	292,378	292,378	Level
Fees	78,500	75,000	82,813	82,813	82,813	82,813	82,813	82,813	Level
Investment Income	70,428	75,000	81,252	81,252	81,252	81,252	81,252	81,252	Level
Meats Tax	530,000	557,000	580,528	580,528	580,528	580,528	580,528	580,528	Level
Hotel/Motel Tax	1,580,000	1,570,000	1,699,077	1,699,077	1,699,077	1,699,077	1,699,077	1,699,077	Level
Bottle Deposit	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	Level
Liquor and Reimbursement	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	Level
Labs	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	Level
Miscellaneous/PILOTS	250,000	382,000	382,000	382,000	401,539	411,372	421,657	431,942	2% Increase
TOTAL	11,492,300	11,997,428	12,299,042	12,299,592	12,299,592	12,299,592	12,299,592	12,299,592	
OFFSET LOCAL REVENUES									
Community Services	550,000	582,930	583,510	583,510	583,510	583,510	583,510	583,510	Based on avail had reserved direct exp within dept. budgets
Elder Services	97,000	97,000	106,000	106,000	106,000	106,000	106,000	106,000	Level
Municipal Facilities	52,000	47,600	46,000	46,000	46,000	46,000	46,000	46,000	Level
Spring Grove Cemetery	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	Level
Police Off-Duty Fee	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	Level
Ambulance	1,250,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	Level
TOTAL	2,070,000								
ENTERPRISE FUNDS									
Water and Sewer Rates and Operating Reserves	13,830,928	14,288,289	14,553,160	14,853,389	15,153,674	15,334,761	15,172,336	15,172,336	Based on avail had reserved direct exp within dept. budgets
TOTAL	13,830,928	14,288,289	14,553,160	14,853,389	15,153,674	15,334,761	15,172,336	15,172,336	
OTHER AVAILABLE FUNDS - BUDGET									
Open Budget (Operating Budget)	210,000	178,816	138,883	210,000	210,000	210,000	210,000	210,000	Reserved direct expenditures in GF Dept Budget
Cable - Technology F&I	479,501	321,838	279,637	238,880	189,000	122,000	6,000	6,000	Actual Debt Offset - Final Payment FY22
Cemetery Perpetual Care	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	Cemetery Maintenance
Andover Youth Foundation	30,000	34,482	30,000	30,000	30,000	30,000	30,000	30,000	Youth Center Exp
CDRPW island fees	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Wetlands
TOTAL	790,501	588,136	489,520	506,880	460,000	393,000	271,000	271,000	
OTHER AVAILABLE FUNDS - ARTICLES									
Insurance Recovery Fund	21,356	21,356	21,356	21,356	21,356	21,356	21,356	21,356	Cable Funds IT-2
Cable IT	274,782	274,782	274,782	274,782	274,782	274,782	274,782	274,782	Water DPW - I-2198K, DPW-47-S100K, Sewer DPW-24-S100K, DPW-30-S100K
Water/Sewer Reserves and Articles	865,000	300,000	445,000	893,000	895,000	1,046,152	1,165,742	1,265,949	Water/Sewer Projections 13/1/18
Overly Surplus	-	-	32,000	688,629	688,629	688,629	688,629	688,629	P20 Revaluation
Parking Funds	-	125,000	75,000	75,000	75,000	75,000	75,000	75,000	Per FY19-FY23 CIP
Bond Premium Stabilization	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	Estimate
TOTAL	1,259,138	1,969,138	2,163,663	2,416,829	2,416,829	2,416,829	2,416,829	2,416,829	
FRIBGASHI									
Capital Projects Articles	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000	Operating Budget - FY17
Bond Stabilization Fund	3,995,000	3,995,000	3,995,000	3,995,000	3,995,000	3,995,000	3,995,000	3,995,000	Bond Stabilization Fund
TOTAL	4,263,000								
* GRAND TOTAL REVENUES *	178,694,255	183,805,690	191,238,009	195,737,672	202,261,034	207,760,294	213,909,932	220,274,283	
INCREASE OVER PRIOR YEAR	3.40%	2.90%	4.30%	2.10%	3.30%	2.70%	3.00%	3.00%	

REVENUE & EXPENDITURE PROJECTIONS

EXPENDITURES	FY2017 RECAP	FY2018 RECAP	FY2019 PROJECTION	FY2020 PROJECTION	FY2021 PROJECTION	FY2022 PROJECTION	FY2023 PROJECTION	FY19 ASSUMPTIONS
OBLIGATIONS								
Retirement	8,360,984	9,428,488	10,371,137	11,408,470	12,549,318	13,804,249	15,184,674	Based on ARR 7.25% Funded 2032 10% Increase Per Year
Insurance/Worke's Comp	783,831	901,405	967,703	1,035,442	1,107,923	1,185,478	1,268,461	Increase 12% FY18 - 7% All Other Years
Unemployment Compensation	16,000	160,000	160,000	163,200	166,464	169,793	173,189	Increase 2% FY19 - FY23
Health Insurance	18,416,609	19,889,938	21,592,605	23,330,110	25,185,719	27,200,577	29,376,623	Increase 8%
Health Insurance Savings Offset to OPEB	-	-	(7,697,033)	(9,061,949)	(9,510,549)	(9,990,079)	(10,479,005)	Retiree Savings to OPEB Contribution Change
Health Insurance Savings New Employee Contributions	-	-	(1,609,177)	(3,391,088)	(5,915,054)	(9,421,066)	(13,911,044)	Eff 7/1/17 Emp 30%/Town 70% HMO Plans 20 New per Yr
Other State Assessments	613,417	578,742	613,417	733,866	752,213	771,018	790,294	Final Cherry Sheet/Increase 2.5%
OPEB	907,823	616,000	616,000	616,000	616,000	616,000	616,000	Reval Year 2020
OPEB Original	907,823	616,000	616,000	616,000	616,000	616,000	616,000	Increase 2.5%
OPEB Additional Retiree Savings	511,572	632,938	769,703	906,194	951,054	999,079	1,079,005	Per OPEB Funding Schedule
Technical Schools	610,000	610,000	628,300	647,149	666,563	686,560	707,157	Increase 3%
Water and Sewer Operating Budget	7,670,495	8,167,538	8,428,801	8,666,922	8,891,542	9,132,848	9,381,034	Per T/M Projection/OPEB Est Retirement Included
Water and Sewer Operating Budget	44,964	45,830	45,719	45,719	45,719	45,719	45,719	Cherry sheet offsets (Schoonharsh excluded)
Reserve for Direct Expenditures	-	-	150,000	150,000	150,000	150,000	150,000	Overly/court judgments/deficits to be raised
Other Local Expenditures (Deficits to be Raised)	38,184,123	41,004,807	44,409,534	47,685,136	50,499,707	53,801,084	57,300,478	
TOTAL								
DEBT SERVICE								
Existing Non-Exempt General Fund Debt	4,427,149	4,786,151	4,525,684	4,077,824	3,833,845	3,759,708	3,416,330	Actual Debt
Appropriated/Not Borrowed Non-Exempt General Fund	562,215	170,972	279,276	227,800	477,783	739,092	723,234	Includes Landfill
New General Fund CIP PROJECTS	-	-	809,982	1,610,409	2,598,180	3,159,418	3,691,768	Includes Municipal Services Facility and Ballardvale Fire
Cable Funds - Technology	479,561	321,838	239,637	235,850	189,000	122,000	-	Actual
BAN Interest non-exempt	80,000	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	105,000	
Existing Water and Sewer Debt	4,128,570	4,198,789	4,062,458	4,253,465	4,109,706	3,994,262	3,309,801	Actual debt
New Water and Sewer CIP PROJECTS	144,500	225,814	380,355	771,100	1,262,965	1,491,155	1,714,095	
Water and sewer BAN interest/bond expense	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
New Exempt Debt	-	-	-	-	-	-	-	
Existing Exempt Debt - School and Public Safety Center	48,284,400	41,253,342	3,981,010	3,889,110	3,601,449	3,608,924	2,740,313	Actual Debt
TOTAL	14,790,395	14,048,906	14,468,902	15,255,558	16,292,928	16,464,559	15,815,541	
Capital Projects Fund from taxation								
Capital Projects Fund from taxation	3,440,000	3,678,875	3,265,077	4,120,109	3,934,316	3,669,433	3,455,598	FY19-FY23 CIP Actual Requests
Capital Projects Fund from taxation	3,440,000	3,678,875	3,265,077	4,120,109	3,934,316	3,669,433	3,455,598	
TOTAL								
OFFSET/AVAILABLE FUNDS EXPENDITURES								
Offset Local Revenues	2,070,000	2,148,530	2,205,510	1,973,510	1,973,510	1,973,510	1,973,510	
Other Available Funds - Budget	265,000	230,298	193,883	265,000	265,000	265,000	265,000	Parking (\$1,888,883)/wetland (\$825,000)/A VS(\$80,000)
TOTAL	2,335,000	2,378,828	2,399,393	2,238,510	2,238,510	2,238,510	2,238,510	
ARTICLES								
Transfer to Stabilization Fund	-	-	100,000	-	-	-	-	
Bond Stabilization Fund - Free Cash	268,000	575,000	3,200,000	-	-	-	-	
Capital Projects - Articles - Free Cash	3,525,000	1,250,000	-	-	-	-	-	
Operating Budget - FY17	1,163,000	1,163,000	445,000	893,000	895,000	330,000	500,000	Water DPW-12-\$195K, DPW-17-\$100K, Sewer DPW-24-\$50K, DPW-30-\$100K
Articles from Water/Sewer-reserves	-	123,000	75,000	75,000	75,000	75,000	75,000	
Parking Funds	-	1,025,000	-	-	-	-	-	
Debt Re-Purpose	150,007	31,000	31,000	31,000	31,000	31,000	31,000	Emps-\$12k/civic events-\$5k/fireworks-\$14K
Articles from taxation	302,138	421,000	238,000	306,000	306,000	306,000	306,000	Cable Funds IT-2-Cemetery-\$6K/ReVal-\$32,000
Other Available Funds	5,408,145	3,725,000	4,089,000	1,305,000	1,307,000	742,000	912,000	
TOTAL	64,157,663	64,836,416	68,631,906	70,604,313	74,272,461	76,915,586	79,722,127	
* TOTAL DEDUCTIONS *	114,536,592	118,969,274	123,096,104	125,133,359	127,988,573	130,844,708	134,187,805	
BAL FOR TOWN & SCHOOL OPERATING BUDGET	3,914,700	4,432,682	4,126,829	2,037,255	2,855,214	2,856,135	3,343,096	
\$ INCREASE FOR TOWN & SCHOOL OPERATING BUDGET	3.54%	3.87%	3.47%	1.66%	2.28%	2.23%	2.56%	
% INCREASE OVER PRIOR YEAR								
TOTAL	178,694,255	183,805,690	191,728,009	195,737,672	202,261,034	207,760,294	213,909,932	

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>
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	130,709,371	129,385,936	1,323,436	3,597,424	132,983,360	4.1%
FY2018	136,417,581	135,311,707	1,105,875	4,040,852	139,352,559	4.8%
* FY2019	142,057,774	141,757,773	300,000	3,902,896	145,660,669	4.5%

* Projected based on budget and warrant article recommendations for the 2018 ATM.

TAX GROWTH FROM NEW CONSTRUCTION ACTIVITIES

<u>FISCAL YEAR</u>	<u>RESIDENTIAL/ OPEN SPACE</u>	<u>COMMERCIAL/ INDUSTRIAL</u>	<u>PERSONAL PROPERTY</u>	<u>NEW GROWTH FINAL</u>	<u>NEW GROWTH TOWN MEETING EST</u>
2018	1,132,911	478,376	829,189	2,440,476	2,039,798
2017	682,379	59,777	1,846,160	2,588,316	1,800,000
2016	852,206	353,649	998,228	2,204,083	1,800,000
2015	692,776	122,768	1,536,599	2,352,143	1,500,000
2014	593,070	107,515	863,155	1,563,740	1,500,000
2013	714,513	14,767	749,742	1,479,022	1,300,000
2012	470,623	71,686	1,170,123	1,712,432	1,097,538
2011	305,829	57,071	734,640	1,097,539	1,000,000
2010	271,613	109,918	722,005	1,103,536	1,500,000
2009	404,757	21,446	930,883	1,357,086	2,000,000
2008	772,937	328,929	730,764	1,832,630	2,000,000
2007	1,217,388	610,248	329,005	2,156,641	1,200,000
2006	1,575,860	259,077	200,589	2,035,526	1,500,000
2005	885,407	587,679	341,097	1,814,183	1,500,000

PROPERTY TAX INFORMATION

CALCULATION OF FY2018 PROPERTY TAX LEVY LIMIT

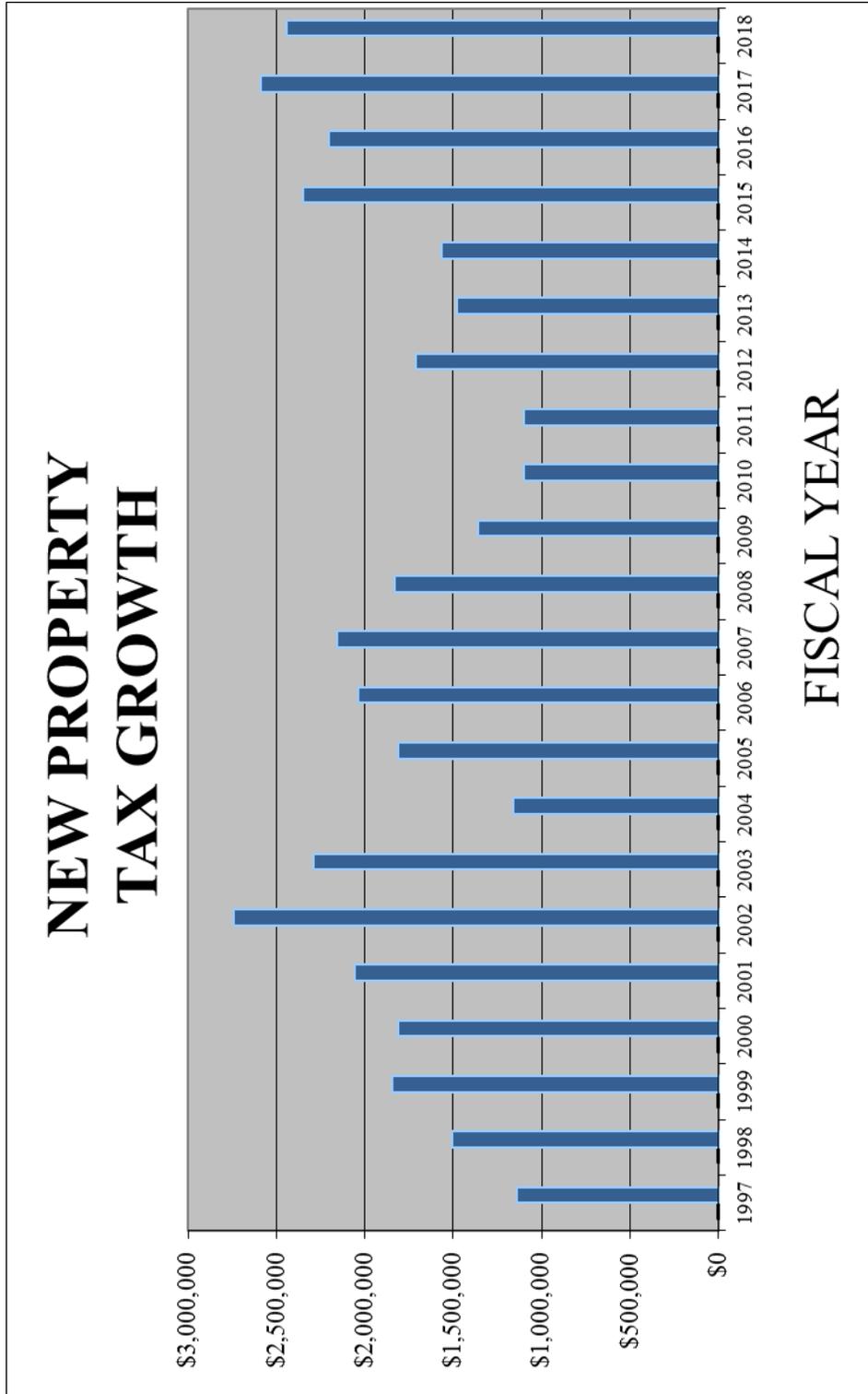
FY2017 TAX LEVY LIMIT	\$130,709,371	Beginning amount for FY2018
2.5% of FY2017 Levy Limit	3,267,734	
New Growth	<u>2,440,476</u>	Tax increase based on 5 year average of tax value of new construction
FY2018 TAX LEVY LIMIT	\$136,417,582	FY2018 tax limit prior to funds raised for Prop 2 1/2 exempt debt
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	\$140,458,434	Estimated Maximum property taxes allowable for Fiscal Year 2018
Less		
FY2018 TAX LEVY	\$139,352,559	Estimated Amount of property taxes for Fiscal Year 2018
Equals		
FY2018 EXCESS TAX CAPACITY	\$1,105,875	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

CALCULATION OF FY2019 PROPERTY TAX LEVY LIMIT

FY2018 TAX LEVY LIMIT	\$136,417,582	Beginning amount for FY2019
2.5% of FY2017 Levy Limit	3,410,440	
New Growth	<u>2,229,752</u>	Tax increase based on 5 year average of tax value of new construction
FY2019 TAX LEVY LIMIT	\$142,057,773	FY2018 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2019 EXEMPT DEBT SERVICE	<u>\$3,902,896</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2019 TOTAL TAX LEVY LIMIT	\$145,960,669	Estimated Maximum property taxes allowable for Fiscal Year 2018
Less		
FY2019 TAX LEVY	\$145,660,666	Estimated Amount of property taxes for Fiscal Year 2018
Equals		
FY2019 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.

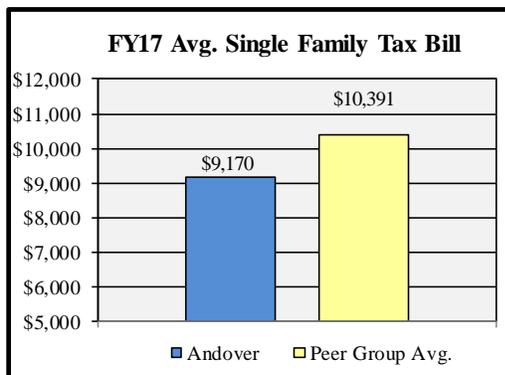
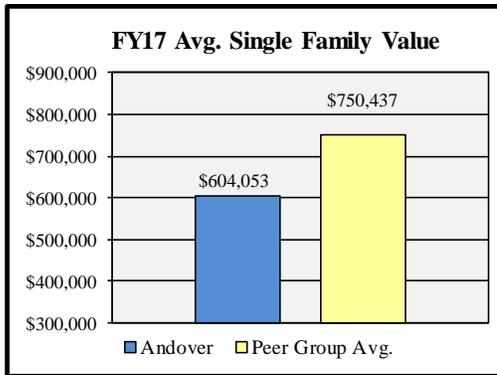
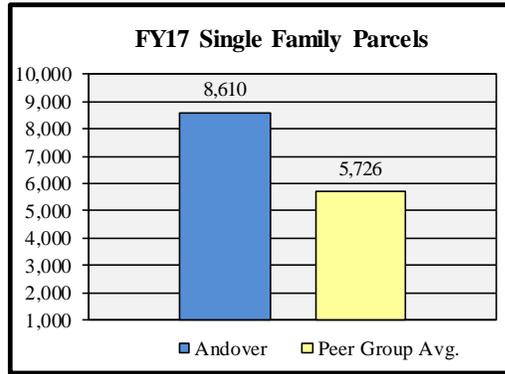
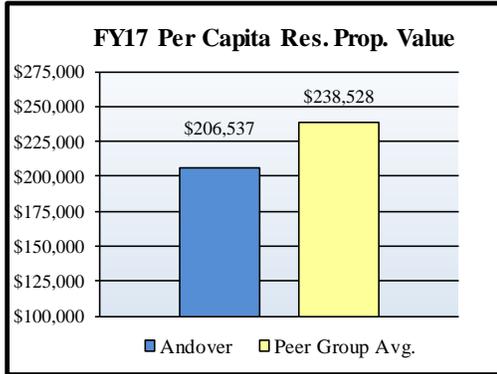
PROPERTY TAX INFORMATION



PROPERTY TAX INFORMATION

FY17 Comparative Residential Tax Information

AAA Bond Rated Suburban Municipalities



Data Source: DOR/DLS Database

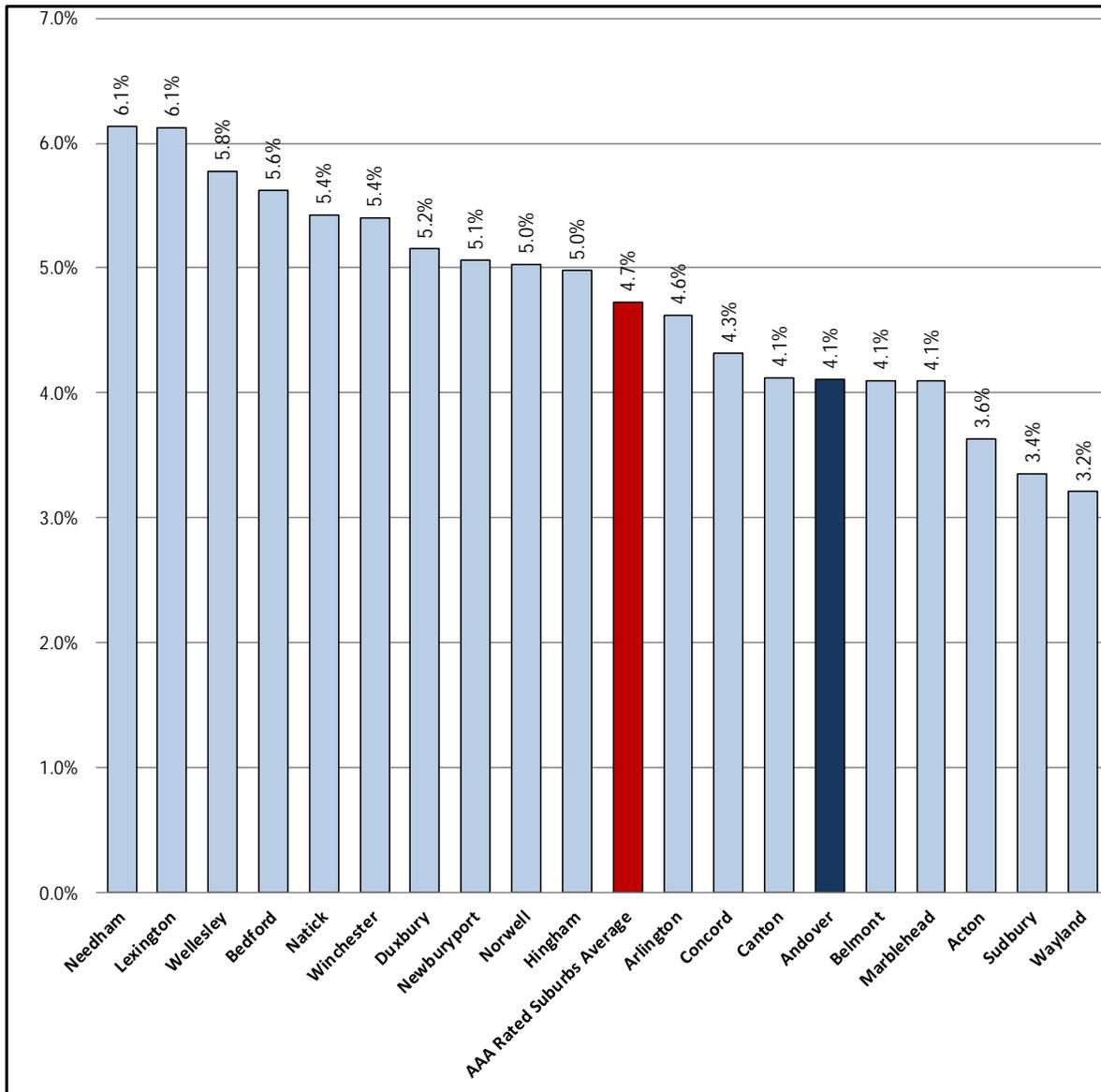
Note: The "Peer Group Average" category consists of data from the following Andover comparable "AAA" rated suburbs: Acton; Arlington; Bedford; Belmont; Canton; Concord; Duxbury; Hingham; Lexington; Marblehead; Natick; Needham; Norwell; Sudbury; Wayland; Wellesley Westwood; and Winchester.

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

Year Avg. Annual % Increase In Single Family Tax Bills AAA Bond Rated Suburbs - FY08 to FY18

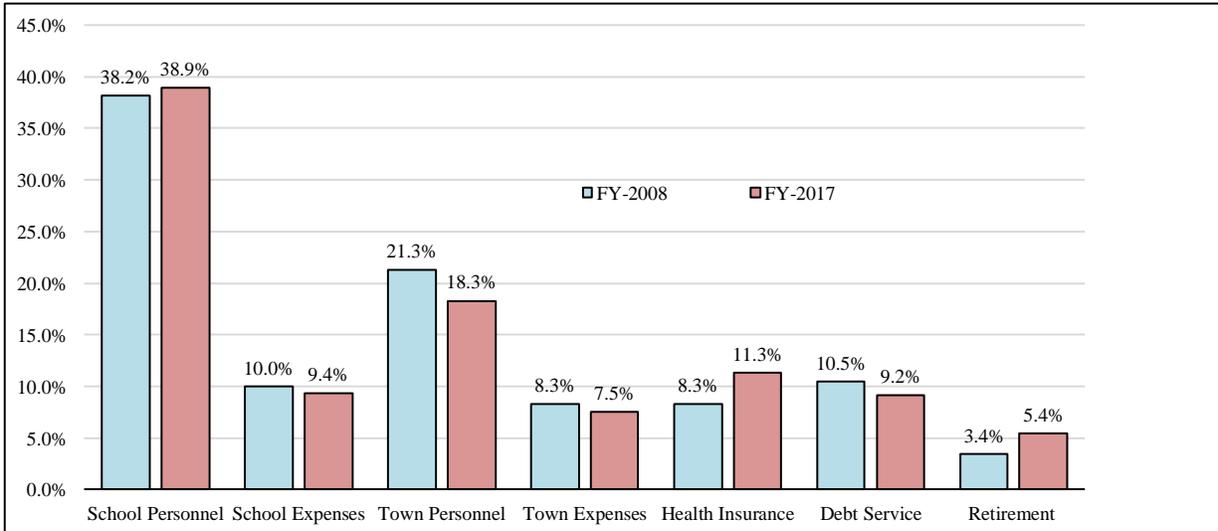


	Average Single Family Tax Bill - FY2008	Average Single Family Tax Bill - FY2018	10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Andover	\$6,799	\$10,741	\$3,942	\$394.20	58.0%	5.8%
AAA Rated Suburbs Average	\$7,293	\$9,591	\$2,298	\$230	31.5%	3.2%

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

PROPERTY TAX INFORMATION

10 Year Proportional Change to Major Gen. Fund Expenditures FY-2008 - FY-2017



Major G.F. Expenditures	FY-2008		FY-2017		10 Year		Avg. Yrly.	
	\$	Pct. %	\$	Pct. %	\$ Increase	% Incr.	\$ Increase	% Incr.
School Personnel	\$45,610,457	38.2%	\$61,697,244	38.9%	\$16,086,787	35.3%	\$1,608,679	3.5%
School Expenses	\$11,939,112	10.0%	\$14,865,701	9.4%	\$2,926,589	24.5%	\$292,659	2.5%
Town Personnel	\$25,429,545	21.3%	\$28,987,466	18.3%	\$3,557,921	14.0%	\$355,792	1.4%
Town Expenses	\$9,970,512	8.3%	\$11,911,519	7.5%	\$1,941,007	19.5%	\$194,101	1.9%
Health Insurance	\$9,956,000	8.3%	\$17,904,669	11.3%	\$7,948,669	79.8%	\$794,867	8.0%
Debt Service	\$12,509,042	10.5%	\$14,563,999	9.2%	\$2,054,957	16.4%	\$205,496	1.6%
Retirement	\$4,111,283	3.4%	\$8,598,420	5.4%	\$4,487,137	109.1%	\$448,714	10.9%
	\$119,525,951	100.0%	\$158,529,018	100.0%	\$39,003,067		\$3,900,307	

SECTION 8



CAPITAL IMPROVEMENT PROGRAM (CIP)

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2019 CAPITAL IMPROVEMENT PROGRAM (CIP)

FEBRUARY 6, 2018

TOWN MANAGER'S REVISED RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$27.8 million for FY2019. 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 FY19 CIP of \$21,436,806 from the following funding sources:

General Fund Revenue:	\$ 3,265,077
Free Cash:	\$ 3,200,000
General Fund Borrowing:	\$ 4,527,000
Special Dedicated Funds:	\$ 1,639,729
Water & Sewer Enterprise Funds:	<u>\$ 8,805,000</u>

Town Manager's Total CIP Recommendation for FY19: \$ 21,436,806

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 FY2019 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

CS-2	Design Serv for Rec Park/Pomps Pond Master Plan	\$35,000
CDP-1	Record Scanning Project	\$30,000
CDP-2	HMD Feasibility Study/Support Mun Land Disp	\$50,000
CDP-4	Health Inspection Software	\$25,000
CDP-6	Merrimack River Access Feasibility & Design	\$25,000
CDP-7	Dale St Shawsheen River Access	\$15,000
CDP-8	Castle Heights ADA Project	\$15,000
CDP-11	Conservation Land Management	\$12,000
FIN-1	MUNIS Software	\$15,000
IT-1	Staff Device Refresh	\$300,000
POL-1	Police Vehicle Replacement	\$195,000
POL-2	Police Mobile Computer Software	\$55,077
FR-2	Communication Fire Alarm Receivers	\$84,000
FR-4	Fire Bi-Directional Amplifier System	\$130,000
DPW-2	Minor Sidewalk Repairs	\$200,000
DPW-7a	Public Works Vehicles - Small	\$128,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
P&F-1	Town Projects – Buildings	\$360,000
P&F-2	Town Projects – Mech. & Electrical	\$280,000
P&F-4	Town Vehicle Replacement	\$51,000
P&F-8	Town Playground Replacements	\$200,000
SCH	School Capital Projects (SCH-1, SCH-2)	\$1,040,000

Total from General Fund Revenue

\$3,265,077

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	Downtown Improvements – Public Amenities	\$1,000,000
TM-4	Town Offices Renovations	\$1,000,000
SCH-11	West Elementary Feasibility Study	<u>\$1,200,000</u>
Total from Free Cash		\$3,200,000

From General Fund Borrowing:

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

CS-1	Center at Punchard-Design Services	\$160,000
FR-01	Replacement of Ladder Truck	\$1,100,000
IT-3	IT Platforms and Infrastructure	\$350,000
DPW-7b	Public Works Vehicles – Large	\$555,000
DPW-8	Minor Storm Drain Improvements	\$300,000
P&F-6	Major Town Projects	\$775,000
P&F-7	Town & School Energy Initiatives	\$565,000
SCH-5	Major School Projects	<u>\$722,000</u>
Total from General Fund Borrowing		\$4,527,000

From Special Dedicated Funds:

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

PRK-1	Parking Study Implement (Parking Fund)	\$75,000
IT-2	Student Device Refresh (Cable Funds)	\$200,000
DPW-1	Annual Road Maintenance (Ch 90)	<u>\$1,364,729</u>
Total from Special Dedicated Funds		\$1,639,729

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)	\$195,000
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)	\$5,000,000
DPW-24	Minor Sanitary Sewer Collection Sys Imp (SER)	\$50,000
DPW-25	Dale St Pumping Station Replacement (SEB)	\$360,000
DPW-30	Inflow/Infiltration Removal Program	<u>\$100,000</u>
Total from Water & Sewer Enterprise Funds		\$8,805,000

CIP Total for Fiscal Year 2019

\$21,436,806

CAPITAL IMPROVEMENT PROGRAM

TOWN OF ANDOVER
TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM
FY2019 - FY2023

Reqst. #	P.#	Request Title	Dept. Reqst. FY2019	TM's Rec. FY2019	TM's Plan FY2020	TM's Plan FY2021	TM's Plan FY2022	TM's Plan FY2023	Town Manager's Comments
General Fund Revenue (Capital Projects Fund)									
CS-2	67	Design Services for Rec Park/Pumps Pond Master Plan	\$35,000	\$35,000					Supports Department's Request for FY19
CS-3	68	Recreation - 15 Passenger Bus	\$76,000	\$0					Recommends deferral of this request
CS-4	69	Youth Services Storage Shed for Cormier Youth Center			\$60,000				Placeholder for Future Need
CDP-1	45	Record Scanning Project	\$60,000	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000	Supports Department's Request for FY19
CDP-2	47	HMD Feasibility Study/Services Support Municipal Land Disposition	\$50,000	\$50,000					Supports Department's Request for FY19
CDP-3	49	Feasibility Study/Create Gathering Space/Enhance Parking	\$50,000	\$0					See TM-2
CDP-4	51	Health Inspection Software	\$25,000	\$25,000					Supports Department's Request for FY19
CDP-5	53	Bicycle & Pedestrian Master Plan			\$40,000				Placeholder for Future Need
CDP-6	55	Merrimack River Access Feasibility & Design Plan	\$25,000	\$25,000	\$60,000				Supports Department's Request for FY19
CDP-7	56	Dak Street Shawshen River Access	\$15,000	\$15,000	\$150,000				Supports Department's Request for FY19
CDP-8	58	Castle Heights ADA Accessible Area	\$15,000	\$15,000	\$25,000				Supports Department's Request for FY19
CDP-9	60	Bowling Green Feasibility Study			\$20,000	\$100,000			Placeholder for Future Need
CDP-10	62	Haggets Pond Accessible Rail Trail	\$12,000	\$12,000	\$150,000				Placeholder for Future Need
CDP-11	63	Conservation Land Management	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	Supports Department's Request for FY19
FIN-1	32	MUNIS Software	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	Supports Department's Request for FY19
IT-1	36	Annual Staff Device Refresh	\$492,787	\$300,000	\$509,509	\$553,116	\$573,633	\$577,498	Supports \$300,000 for FY19
IT-3	41	IT Platforms and Infrastructure			\$188,000	\$172,000	\$350,000	\$350,000	See IT-3 General Fund Borrowing
POL-1	71	Police Vehicle Replacement	\$215,000	\$195,000	\$215,000	\$225,000	\$225,000	\$235,000	Supports \$195,000 for FY19
POL-2	72	Police Mobile Computer Hardware	\$55,077	\$55,077					Supports Department's Request for FY19
FR-2	80	Communication Fire Alarm Receivers	\$84,000	\$84,000					Supports Department's Request for FY19
FR-3	81	Floor Covering Replacement	\$36,800	\$0					Does not Support this Request
FR-4	82	Bi-Directional Amplifier System	\$130,000	\$130,000					Supports Department's Request for FY19
DPW-2	86	Minor Sidewalk Repairs	\$200,000	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	Supports Department's Request for FY19
DPW-6	88	Storm Water Management			\$100,000	\$100,000	\$100,000	\$100,000	Placeholder for Future Need
DPW-7a	90	Public Works Vehicles - Small	\$128,000	\$128,000	\$200,000	\$255,000	\$120,000	\$140,000	Supports Department's Request for FY19
DPW-28	110	Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Supports Department's Request for FY19
P&F-1	113	Town Projects - Building Division	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000	Supports Department's Request for FY19
P&F-2	115	Town Projects - Mechanical & Electrical Division	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	Supports Department's Request for FY19
P&F-4	117	Town Vehicle Replacement	\$51,000	\$51,000	\$139,000	\$93,000	\$121,000	\$78,000	Supports Department's Request for FY19
P&F-8	128	Town Playground Replacements	\$200,000	\$200,000	\$400,000	\$250,000	\$200,000	\$200,000	Supports Department's Request for FY19
SCH-1	131	School Projects - All Schools	\$585,000	\$585,000	\$585,000	\$585,000	\$585,000	\$585,000	Supports Department's Request for FY19
SCH-2	134	School Projects - By Building	\$455,000	\$455,000	\$426,600	\$464,200	\$407,800	\$403,100	Supports Department's Request for FY19
SCH-3	138	School Textbooks	\$626,000	\$0	\$0	\$0	\$0	\$0	Does Not Support this Request from General Fund Revenue
SCH-6	147	School Site Improvement Plan (FY21 and FY23 borrow)			\$0	\$0	\$0	\$0	Does not Support this Request
SCH-9	149	Multi-School Sprinkler and Fire Alarm Study	\$80,000	\$0					Does not Support this Request
SCH-10	150	School Facilities Maintenance Trust Fund	TBD						Does not Support this Request
Total General Fund Revenue					\$4,120,109	\$3,934,316	\$3,669,433	\$3,455,598	

SECTION 9



BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET PROCESS

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

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

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

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

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

BUDGET APPROPRIATION AND AMENDMENT

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

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET SCHEDULE

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

ANNUAL BUDGET REQUIREMENTS

Town of Andover Charter

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

§ 15. Estimate of Expenditures.

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

Town of Andover General By-laws

§ 6. Estimate of expenditures.

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FINANCIAL POLICIES

A. FISCAL POLICIES/GENERAL FUND

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

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

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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

B. FISCAL POLICIES - WATER & SEWER

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

C. CAPITAL PLANNING POLICIES

1. General

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

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

CRITERIA FOR SETTING PRIORITIES:

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

FUNDING SOURCES:

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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

D. DEBT MANAGEMENT POLICIES

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FUND DESCRIPTIONS

GOVERNMENTAL FUNDS

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

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

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

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

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

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

FIDUCIARY FUNDS

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

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

BASIS OF ACCOUNTING

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

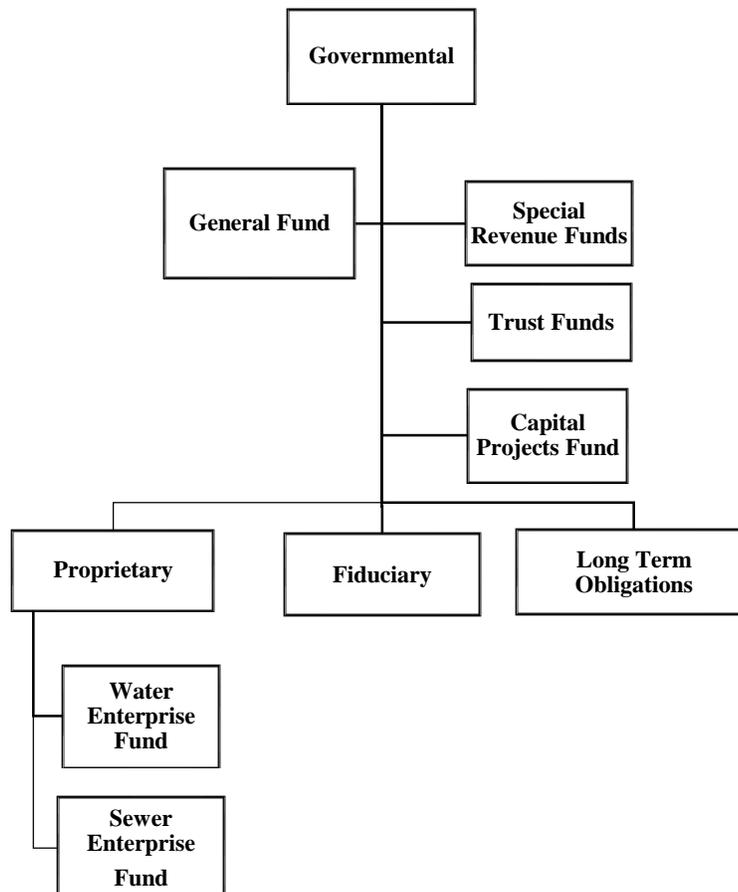
The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

BASIS OF BUDGETING

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

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

FUND RELATIONSHIPS



SECTION 10



CREDIT RATING INFORMATION

RatingsDirect®

Summary:

Andover, Massachusetts; General Obligation

Primary Credit Analyst:

Victor M Medeiros, Boston (1) 617-530-8305; victor.medeiros@spglobal.com

Secondary Contact:

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

Table Of Contents

Rationale

Outlook

Summary:

Andover, Massachusetts; General Obligation

Credit Profile

US\$15.631 mil GO mun purp loan ser 2017 due 11/15/2047

Long Term Rating AAA/Stable New

Andover GO

Long Term Rating AAA/Stable Affirmed

Andover GO mun purp In

Long Term Rating AAA/Stable Affirmed

Rationale

S&P Global Ratings assigned its 'AAA' rating to Andover, Mass.' series 2017 general obligation (GO) municipal-purpose loan bonds and affirmed its 'AAA' rating on the town's existing GO debt.

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.

Officials plan to use series 2017 bond proceeds to fund various capital items highlighted in the town's capital improvement plan (CIP).

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 our view of 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 an operating surplus in the general fund and break-even operating results at the total governmental fund level in fiscal 2016;
- Strong budgetary flexibility, with an available fund balance in fiscal 2016 of 8.8% of operating expenditures;
- Very strong liquidity, with total government available cash at 19.1% of total governmental fund expenditures and 3.2x governmental debt service, and access to external liquidity we consider strong;
- Adequate debt and contingent liability position, with debt service carrying charges at 6.0% of expenditures and net direct debt that is 47.9% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 74.6% of debt scheduled to be retired in 10 years, but significant

medium-term debt plans and a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address it; and

- Strong institutional framework score.

Very strong economy

We consider Andover's economy very strong. The town, with an estimated population of 34,924, is in Essex County in the Boston-Cambridge-Newton MSA, which we consider to be broad and diverse. It has a projected per capita effective buying income of 175% of the national level and per capita market value of \$219,485. Overall, market value grew by 1.6% over the past year to \$7.7 billion in 2017. The county unemployment rate was 3.8% in 2016.

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 and 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 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 CIP and a capital budget that management approves and reprioritizes annually. The town adheres to a formal debt management policy when planning and addressing capital needs, including a policy that limits debt service in any one year to 10% of budgeted general expenditures, and targets principal amortization at 20 years. It has a formal reserve policy of maintaining reserves between 3% and 7% of expenditures, which it has exceeded recently.

Strong budgetary performance

Andover's budgetary performance is strong, in our opinion. The town had surplus operating results in the general fund of 1.6% of expenditures, and balanced results across all governmental funds of 0.2% in fiscal 2016. General fund operating results of the town have been stable over the last three years, with results of 0.5% in 2015 and 2.0% in 2014.

For fiscal 2016, the town did report a negative \$2.6 million general fund operating result on a GAAP basis. However, the deficit reflected a one-time \$5.2 million transfer to purchase land (\$2.2 million) and set-aside reserves for the Ledge Road Landfill fund (\$3.0 million). Excluding those transfers and also making further adjustments to account for spending of bond proceeds, budgetary performance remained strong.

Management's continued focus on its budgeting practices is generating 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 overall have been stable and continue to benefit from a strong economy.

For the fiscal 2017 year, management is reporting a budgetary surplus of \$4.5 million, led by a \$2.7 million revenue surplus and roughly \$1.8 million in unspent appropriations. Management cited higher excise tax receipts, along with increases in licenses and permits. Additionally, the town's internal service funds, used to account for its health benefit accounts, also posted an operating surplus of \$641,000, improving overall cash balances in that account.

Given these estimates, and the stable credit conditions in the region, we believe that general fund and total governmental fund performance should remain stable and strong. The 2018 municipal budget is balanced at \$178 million, a 4.2% increase from its 2017 budget. Property taxes account for 77% of general fund revenues, and collections remain strong, exceeding 98%. State revenues account for only 13% of general fund revenues.

While we expect our evaluation of Andover's budgetary performance to remain strong given the town's history of conservative budgeting and pending revenues from new growth; we believe future pension and OPEB costs could become a budgetary pressure due to the respective funding ratios and closed amortization schedule. We note management is actively making budgetary adjustments when needed for these liabilities. The town is funding the actuarially determined contribution for pensions and has begun to prefund OPEBs. Nevertheless, we believe these liabilities could strain future operations, particularly if economic or business conditions worsen and actuary assumptions are not met or revised or they are found inadequate at current levels.

Strong budgetary flexibility

Andover's budgetary flexibility is strong, in our view, with an available fund balance in fiscal 2016 of 8.8% of operating expenditures, or \$14.4 million.

The town's available reserves (unassigned and assigned general fund balances) have been stable for several years. Based on current estimates, available reserves should improve \$19.1 million, or about 11% of expenditures.

Looking ahead, we anticipate reserves will remain stable and at current levels given the strong budgetary performance and stable credit environment. We have noted that the town has spent down some stabilization funds for capital in the past and acknowledge that that spending was planned and in line with its long-term capital improvement strategy and not at levels that would substantially deteriorate reserve position.

Very strong liquidity

In our opinion, Andover's liquidity is very strong, with total government available cash at 19.1% of total governmental fund expenditures and 3.2x governmental debt service in 2016. 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.

Adequate debt and contingent liability profile

In our view, Andover's debt and contingent liability profile is adequate. Total governmental fund debt service is 6.0% of total governmental fund expenditures, and net direct debt is 47.9% of total governmental fund revenue. Overall net debt is low at 1.3% of market value, and approximately 74.6% of the direct debt is scheduled to be repaid within 10 years, which are, in our view, positive credit factors. Negatively affecting our view of the town's debt profile is its significant medium-term debt plans.

Including the bond issue, Andover has roughly \$113 million of total direct debt. Of that amount, we have excluded roughly \$19.4 million of enterprise-related GO debt based on three years of evidence that user charges have provided partial coverage to support the obligations.

Over the next year, the town will begin issuing debt to fund a municipal services facility and also continue to fund improvements to its wastewater infrastructure, 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, without a plan in place that we think will sufficiently address it. Andover's combined required pension and actual OPEB contributions totaled 7.6% of total governmental fund expenditures in 2016. Of that amount, 4.3% represented required contributions to pension obligations, and 3.3% represented OPEB payments. The town made its full annual required pension contribution in 2016. The funded ratio of the largest pension plan is 41.7%.

The town contributes to the Andover Contributory Retirement Board. The pension system, a defined-benefit pension plan, maintains a fiduciary net position as a percentage of the total pension liability of 41.8% and a net pension liability of \$159.7 million. These figures are based on a 6.25% discount rate, which is conservative. While pension costs are currently manageable as percentage of expenditures, 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 challenge 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 OPEB unfunded actuarial accrued liability was \$188 million. Andover established an OPEB trust fund and contributed 41% of the actuarially required contribution in 2016. The current balance in the trust is \$9.6 million, up from \$7.6 million the previous year.

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.

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

Copyright © 2017 by Standard & Poor's Financial Services LLC. All rights reserved.

No content (including ratings, credit-related analyses and data, valuations, model, software or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw or suspend such acknowledgment at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal or suspension of an acknowledgment as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain non-public information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, www.standardandpoors.com (free of charge), and www.ratingsdirect.com and www.globalcreditportal.com (subscription), and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at www.standardandpoors.com/usratingsfees.

STANDARD & POOR'S, S&P and RATINGSDIRECT are registered trademarks of Standard & Poor's Financial Services LLC.

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.

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
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.

GLOSSARY OF TERMS

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.