

# TOWN OF ANDOVER

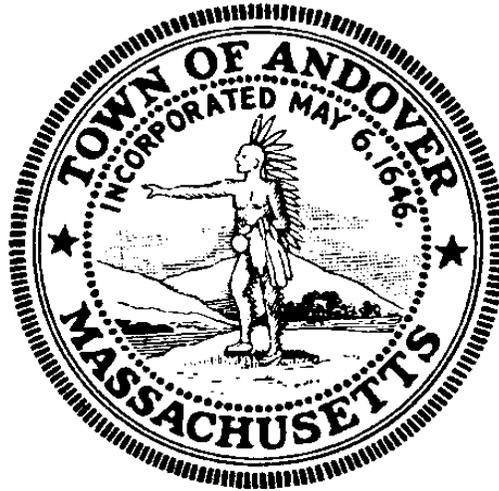


*Rendering of the new Ballardvale Fire Station*

## **TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025**



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



**Andrew P. Flanagan**  
**Town Manager**

**November 1, 2019**





## TABLE OF CONTENTS

<u>Mission &amp; Values Statement</u> .....	1
<u>Budget and Town Meeting Schedule</u> .....	2
1. <u>Town Manager's CIP Transmittal Letter</u> .....	3
2. <u>Fiscal Year 2021 CIP Recommendations and Funding Summary</u> .....	11
3. <u>Project Requests by Department</u> .....	19
4. <u>CIP Bylaw, Definitions, and Financial Policies</u> .....	133
5. <u>Financial Data</u>	
• Three Year Capital History.....	140
• Five Year Financial Model .....	142
• Revenue and Expenditure Projections .....	143
• Debt Schedule Principal and Interest.....	145

## 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

## Fiscal Year 2021 Budget and Town Meeting Planning Calendar

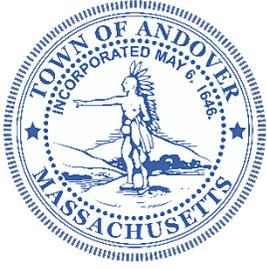
PLANNED DATE	TASK, ACTION, DEADLINE	PRIMARY RESPONSIBILITY
August 7, 2019	Issue FY2021-FY2025 Capital Improvement Plan request forms	Finance Director
September 6, 2019	Dept. CIP requests due to Budget & Finance	Department Heads, School Supt
October 3, 2019	Staff review of Departmental CIP requests	Town Manager, Dept. Heads, School Supt.
October 28, 2019	2020 ATM Warrant opens	Select Board
November 1, 2019	Town Manager's Recommended FY21-FY25 CIP released	Town Manager, Deputy TM, Finance Director
November 4, 2019	Select Board vote on Senior Tax Exemption Percentage	Select Board
November 7, 2019	Advertise Tax Classification Hearing and CIP Public Hearing	TM's Executive Assistant
November 8, 2019	Issue FY2021 Operating Budget Request Forms & Instructions	Town Manager, Finance Director
November 18, 2019	Tax Classification Public Hearing / CIP Public Hearing	Select Board / Chief Assessor
December 2, 2019	Tax Classification vote	Select Board / Chief Assessor
December 11, 2019	Tri-Board Meeting: CIP Review, FY21 Rev. & Exp. projections	SB, Fin. Comm. & Sch. Comm.
December 16, 2019	Select Board vote to accept FY21 CIP	Select Board
December 20, 2019	FY2021 Operating Budget Requests submitted to Town Manager	Department Heads
January 10, 2020	Town sponsored warrant articles submitted to Town Manager	Department Heads, School Supt., Boards
January 24, 2020	Town Meeting Warrant closes	Select Board
February 7, 2020	Town Manager's FY21 Recommended Budget released	Town Manager, Finance Director
February 10, 2020	Warrant Article Review & Votes	Select Board
March 7, 2020	Department Operating Budget presentations (joint mtg.)	Department Heads
March 9, 2020	Budget & Warrant Article Votes	Select Board, Finance Committee
March 11, 2020	School FY21 Operating Budget presentation (tri-board)	School Superintendent & School Committee
March 16, 2020	Budget & Warrant Article Votes	Select Board, Finance Committee
March 23, 2020	Budget & Warrant Article Votes	Select Board, Finance Committee
March 24, 2020	Annual Town Election	Town Clerk
March 30, 2020	Final Budget votes due to Fin Com for Town Meeting Report	Select Board, Finance Committee
March 30, 2020	Final Votes on Water & Sewer Budgets & Rates	Water & Sewer Commissioners
April 1, 2020	Chair Letters to the Finance Committee	Select Board, School Committee
April 3, 2020	Fin Com Report for Town Meeting sent to printer	Finance Committee
April 16, 2020	Fin Com Report mailed to residents	Printer
April 20, 2020	Annual Town Report Released	Town Manager
April 22, 2020	Town Meeting Preparation (speaking assignments, coordination, etc)	All
April 23, 2020	Moderator's Preparation Meeting	All
April 27, 2020	First night of the 2020 Annual Town Meeting	All



# SECTION 1



# TOWN MANAGER'S CIP TRANSMITTAL LETTER



# TOWN OF ANDOVER

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

Andrew P. Flanagan  
Town Manager

November 1, 2019

Laura M. Gregory, Chairwoman  
Members of the Select Board  
Town Offices  
36 Bartlet Street  
Andover, MA 01810

Dear Chairwoman Gregory and Members of the Board:

I am pleased to present the Town Manager's Recommended Capital Improvement Program (CIP) for FY 2021 – FY 2025. This is the twenty-ninth annual CIP. The CIP Bylaw requires that the Town Manager present the Select Board with the Town's capital needs for the next five years as the first step in the annual budget development process.

## ***Access to Public Services and Places***

The CIP is a vital part of continuing to move our Town forward in a thoughtful and meaningful way. This year's program is based on the values of providing access to public services and places. Access to public services and places takes on many faces, and this year's CIP represents the Town's commitment to promote opportunities for our residents and businesses to interact and have a meaningful relationship with Town government. Accordingly, the theme of this year's CIP is *Access to Public Services and Places*.

Last year's theme of *Building a Resilient Future* leveraged the strength of our community by investing in major building and renovation projects that will serve Andover for generations. Following the Merrimack Valley Gas Disaster of 2018, strategic investments and improvements were made to continue to support long-term resiliency. These investments included the approval of construction funds for a new Ballardvale Fire Station and renovation and expansion of the Senior Center, which also serves as the Town's shelter and charging station during critical incidents. This year's CIP recommends projects that will build on the momentum that has brought our community together over this past year. By making investments that promote public access and improvements to open and recreational spaces, we hope to enhance the connections that bring us together and to more fully incorporate our natural resources into the experience of being an Andover resident.

The CIP incorporates the 2019-2020 Town Manager & Select Board Strategic Goals & Objectives which identified the following as priorities for the upcoming year:

- 1.) Finalize, design and develop budget and plan for Merrimack River Access Project along the Heffron Right of Way and the Greater Lawrence Technical School easement
- 2.) Increase access to our region's most scenic resources by constructing public pathways for recreation
- 3.) Develop a plan and scope for a Street Tree Program
- 4.) Develop plan for new sidewalk installations
- 5.) Enhance user (resident or businesses) experience with Town Government by making appropriate recommendations through the CIP

Earlier this year, in partnership with Greater Lawrence Technical School, the Town of Andover secured access to the Merrimack River through what is known as the Heffron Right of Way. This long-awaited access to the Merrimack River serves both leisure and public safety purposes. In this year's CIP, I am recommending funds to construct a vehicle access way off of River Road. Greater Lawrence Technical School students will design and re-build the boat house, and Andover Fire Rescue will gain the ability to launch a rescue boat in the river. The design of the access way is already underway, funded by a Town appropriation and a state earmark. This project demonstrates the importance of building partnerships with our community. We are excited about providing greater access to the Merrimack River.

As part of an effort to connect trail systems that are currently separated by the Shawsheen River, the CIP is recommending funds to design and develop plans for a 70-foot pedestrian bridge over the Shawsheen River at the end of Dale Street. This project, when fully funded, will connect the Vale Reservation with Foster's Island and Pomp's Pond. This will link two highly utilized and treasured tracts of open space.

At Haggetts Pond, we will design the first ADA accessible trail in Andover. The Town partnered with the Human Center for Design to explore the feasibility of a trail that meets inclusive design standards and, when constructed, serves as a model for integrating these standards into open space planning.

Lastly, at Castle Heights Conservation Area, the Town will finalize plans for and construct a new ADA accessible path and fishing area which will further expand access to the benefits of the Shawsheen River.

I am recommending that \$500,000 be appropriated from Free Cash to establish a Tree Management Fund. These funds will be used to finalize a Street Tree Plan and be used to fund the removal of hazardous trees and to thoughtfully plant new trees in locations throughout Andover. This recommendation is consistent not only with the Town Manager & Select Board Strategic Goals and Objectives but also with the priorities identified through the Municipal Vulnerability Preparedness program.

Consistent with the strategic goals of the Select Board and Town Manager, this year's CIP recommends the establishment of a long-term and responsible sidewalk program. This new program will be annually funded by 10% of our certified Free Cash balance. When combined with the small sidewalk repair program, the overall FY 2021 funding for sidewalk improvements and installation will be \$1.24M. The establishment of the sidewalk program represents an historic investment in pedestrian access and safety.

Lastly, the Select Board and I have prioritized customer service and emphasized the critical importance of improving the experience for those who interact with the Town. The CIP includes

a recommendation to appropriate \$625,000 from Free Cash to make strategic improvements to the Town Offices building. Both the Data Processing and Facilities departments have moved to different office locations and the Town has the opportunity to expand the building's public spaces. The recommendation will fund the expansion of the Select Board's Meeting room, which also serves as the primary meeting room for the Finance Committee, Planning Board, Conservation Commission and Zoning Board of Appeals. With a seating capacity of 49, the room no longer provides adequate access to the public wishing to participate in the public meeting process. The recommendation will also fund additional conference rooms and modifications to the ground level that will result in a one-stop permitting center for the Department of Community Development & Planning. In addition, each office will have a widened entrance and ADA counters as required by code.

Individually and in the aggregate, these priorities advance the Board's adopted Goals and Objectives and, if approved and implemented, will provide greater access to the public. This will all be achieved without any impact on the FY 2021 tax rate or tax bills.

The Town Manager's Recommended CIP for FY 2021 totals \$27,231,737. The revenue sources shown to the right indicate how the program will be fiscally supported.

<i>FY 2021 Capital Improvement Program</i>	
General Fund Revenue	4,311,108
General Fund Borrowing	8,292,000
Use of Free Cash	4,515,000
General Fund Exempt Borrowing	0
Special Dedicated Funds	1,564,279
Water and Sewer Enterprise Funds	8,549,350
<b>Total Recommendation</b>	<b>\$27,231,737</b>

The details of the recommended projects as well as the individual items in the Capital Projects Fund are shown on the following pages.

As in every past CIP, the requests far exceeded the resources available to address them; however, through a collaborative process, the CIP was crafted in a manner consistent with the established target and begins the budget process for FY 2021 and future years.

***Establishing a "Target"***

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

<b>Prior Non-Exempt Debt Service</b>
+
<b>New Non-Exempt Debt Service</b>
+
<b>General Fund Revenue</b>
=
<b>Total Non-Exempt Plan</b>

Consistent with the Town’s legacy of prudent financial planning and commitment to fiscal stability, we have continued to make a major commitment in developing a CIP that establishes predictability and consistency in the capital planning process. Departments, Senior Management and Town staff have been challenged to carefully plan future year requests. The key to successful capital planning requires aligning projects with departmental priorities and scheduling major capital investments in a manner that responsibly integrates with the Town’s debt schedule. Over the past year, I have presented a spending target that is both sustainable in the context of the limitations of Proposition 2 ½ and that ensures that we are able to meet the long-term needs of our community. The non-exempt target has been increased from 5.72% to 6% to reflect the reduction in cable fees which have been used as an offset to the CIP. Over the past three years, the CIP has recommended an average of \$329,290 (3-year average) be used to fund technology and the student device program. We have anticipated the reduction in these funds for several years and as a result need to increase the target to 6% in order to fully fund the CIP at the same level as prior years. The recommended FY 2021 CIP is balanced and supports investments in all functions of Town government within the context of our target. The framework of the target is as follows:

The FY 2021 Recommended CIP is within the 6% target. Consistent with every year’s CIP, future years assume the use of Free Cash. While the plan will evolve as we move forward, below is a summary of anticipated expenditures, and the financing plan for the next five years:

<i>General Fund</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
<i>Prior Non-Exempt Debt</i>	6,016,465	5,835,462	5,286,083	5,032,176	4,814,650
<i>Capital Projects from Taxation</i>	4,311,108	5,797,018	5,115,427	5,172,364	4,569,712
<i>New Non-Exempt Debt Service</i>	-	806,580	1,818,293	2,845,768	3,890,556
<i>Non-Exempt Debt To Be Issued FY20/FY21</i>	1,022,911	1,641,197	1,934,712	1,888,357	1,841,552
<i>Total Non-Exempt Tax Burden</i>	11,350,484	14,080,257	14,154,515	14,938,665	15,116,470
<i>Pro Forma Adjusted Revenue Budget</i>	191,355,483	192,943,380	199,357,612	206,064,625	212,946,986
<i>Budget for Plan at 6%</i>	6.00%	6.00%	6.00%	6.00%	6.00%
<i>Plan as % of Adjusted Revenues</i>	11,481,329	11,576,603	11,961,457	12,363,877	12,776,819
<i>Potential Use of Free Cash</i>	-	2,503,654	2,193,058	2,574,788	2,339,651
<i>Variance from Budget</i>	(130,845)	2,503,654	2,193,058	2,574,788	2,339,651

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

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

## ***Free Cash***

Free Cash will continue to provide significant opportunities in FY 2021, with \$4,515,000 available for capital projects.

I am recommending \$1,200,000 for a Turf Field Complex at High Plain/Wood Hill, which will leverage a match of private funds in the amount of \$750,000 from the Andover Soccer Association. \$950,000 will be dedicated to the establishment of a Sidewalk Program, which will provide \$600,000 for the installation of new sidewalks and \$350,000 for the replacement of existing sidewalks. For the Merrimack River Access project, \$990,000 is recommended from Free Cash for the construction of the road that will provide public access to the river.

The sum of \$625,000 is recommended for meeting room expansion and public access improvements at Town Offices. Recognizing the Town's designation under the Municipal Vulnerability Program, this year's CIP would appropriate \$500,000 to establish a Tree Management Fund for the planting of new trees as well as the removal and maintenance of hazardous trees. This would be the most significant investment the Town has ever made to support its tree inventory and tree management program. Finally, in accordance with the theme of this year's CIP, \$250,000 is recommended for the design of an access bridge that will provide connectivity of the trail systems off of Dale Street, and the design of an accessible trail at Haggetts Pond.

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

## ***General Fund Borrowing***

General Fund Borrowing includes several projects totaling \$8,292,000 for FY 2021. The sum of \$4,930,000 is recommended for major school projects, which include the floor replacement and renovations at the Andover High School Field House, the roof replacement at Sanborn Elementary School and the installation of air conditioning at South Elementary School. The recommendation is consistent with the School Department's priority to install air conditioning at the elementary schools. \$300,000 is recommended for Town and School energy initiatives. Other important projects funded from borrowing include: replacement of fire rescue apparatus, public safety communication systems, public works vehicles, and storm drain improvements

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

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

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

The Andover High School Feasibility Study Committee has developed several building scenarios that include potential renovations, an addition to the existing High School and a possible construction of a new high school. The School Committee has submitted its second Statement of

Interest (SOI) to the MSBA and expects to be notified in December of 2019 whether or not the project has been accepted. If accepted, the Town will need to appropriate approximately \$2.5 million to fund a feasibility study as required by the MSBA.

Both future projects, at West Elementary School and Andover High School, would require a debt exclusion 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. For the purchase of technology devices for students, \$200,000 is recommended from Cable Funds.

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

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

The requests for FY 2021 are consistent with the Five-Year Water & Sewer Rate Structure adopted by the Select Board in 2018. The model assumes an annual five percent increase in water rates for the next three fiscal years, which provides the Town with the resources to accelerate the overall water main replacement program by approximately twelve (12) years and to integrate the water main work with the road restoration efforts that are being funded by the settlement with Columbia Gas over the next four years. The model includes funding for extensive capital investments in both the water and sewer systems, including upgrades at the water treatment plant and increasing the funding for major water main replacement by \$2,000,000.

### ***Conclusion***

I will present the CIP to the Select Board at the Public Hearing on November 4, 2019. A Tri-Board meeting will be held on Wednesday, December 11, 2019 to discuss the CIP and the revenue and expenditure forecast and assumptions for FY 2021. The Select Board will discuss and consider formally adopting the CIP at its meeting on Monday, December 16, 2019. The CIP document is posted in its entirety on the Town's website at [www.andoverma.gov](http://www.andoverma.gov).

I would like to take this opportunity to thank Finance Director Donna M. Walsh, Director of Administrative Services Patrick J. Lawlor, Deputy Town Manager Michael A. Lindstrom, and Executive Assistant Kathryn L. Forina for all of their contributions supporting the production of this year's CIP. I would also like to thank the Department and Division Heads who thoughtfully prepared their requests, provided historical perspectives, and contributed to the refinement of the program. I also want to extend my appreciation to Superintendent Berman and his team for their participation in the capital budgeting process.

The recommendations presented in this CIP begin the public discussion about both fiscal and program priorities for FY 2021 and the subsequent four years. I look forward to reviewing

these recommendations with the Select Board, School Committee, Finance Committee and our residents. My administration is committed to providing the information and resources necessary to fully inform the policy discussions that will take place in the coming months. Together, we will finalize a CIP reflective of those discussions and directed toward meeting the service expectations of Andover residents. The goal of our deliberations is to develop a CIP and Operating Budget that is well-reasoned, balanced and justified within the Town's available revenues.

Respectfully Submitted,



Andrew P. Flanagan  
Town Manager

# SECTION 2



## FY 2021 CIP RECOMMENDATIONS AND FUNDING SUMMARY

## RECOMMENDATIONS AND FUNDING SUMMARY

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

The Town's Department Heads submitted CIP requests totaling \$29.5 million for FY2021. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a total FY21 CIP of \$27,231,737 from the following funding sources:

General Fund Revenue:	\$ 4,311,108
Free Cash:	\$ 4,515,000
General Fund Borrowing:	\$ 8,292,000
Special Dedicated Funds:	\$ 1,564,279
Water & Sewer Enterprise Funds:	\$ 8,549,350
<b>Town Manager's Total CIP Recommendation for FY21:</b>	<b><u>\$ 27,231,737</u></b>

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

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

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

## RECOMMENDATIONS AND FUNDING SUMMARY

### **From Free Cash:**

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

TM-1	Town Off. Mtg Room Exp. & Public Access Imp.	\$625,000
TM-2	Sidewalk Program	\$950,000
TM-3	Cons & Open Space Imp-Haggetts/Dale St Design	\$250,000
TM-4	High Plain/Wood Hill Turf Field Complex	\$1,200,000
TM-5	Tree Fund	\$500,000
TM-6	Merrimack River Access	<u>\$990,000</u>
<b>Total from Free Cash</b>		<b>\$4,515,000</b>

### **From General Fund Borrowing:**

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

POL-2	Public Safety CAD/RMS System	\$332,000
FR-1	Fire Apparatus Replacements	\$725,000
FR-4	Fire Bi-Directional Amplifier System	\$300,000
DPW-7b	Public Works Vehicles – Large	\$580,000
DPW-8	Minor Storm Drain Improvements	\$300,000
FAC-6	Major Town Projects	\$825,000
FAC-7	Town & School Energy Initiatives	\$300,000
SCH-5	Major School Projects	<u>\$4,930,000</u>
<b>Total from General Fund Borrowing</b>		<b>\$8,292,000</b>

### **From Special Dedicated Funds:**

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

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

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

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

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

**CIP Total for FY21**

**\$27,231,737**

## RECOMMENDATIONS AND FUNDING SUMMARY

Reqst. #	Request Title	Dept. Reqst. FY2021	TM's Rec. FY2021	TM's Plan FY2022	TM's Plan FY2023	TM's Plan FY2024	TM's Plan FY2025	Town Manager's Comments
<b>General Fund Revenue (Capital Projects Fund)</b>								
CS-1	Pump's Pond Access Road and Parking Lot Paving	\$155,000	\$0	\$110,000				Supports Department's Request for FY22
CDP-1	Pump's Pond Floating Dock System Replacement	\$21,360	\$0					Town Manager Does Not Support Funding
CDP-2	Upgrade Printer/Copier/Scanner	\$40,000	\$40,000					Supports Department's Request for FY21
CDP-3	Historic Mill District Feasibility Study/Services to Support Municipal Land Disp			\$25,000	\$40,000			Supports Department's Request for FY22-FY23
CDP-4	Historic Mill District-Circulation and Street Design-(School St, Ridge St & Lapine Rd)	\$70,000	\$0					Supports Department's Request for FY23-FY24
CDP-5	Historic Mill District-Circulation and Street Design-(Essex, Shawheen & Red Spring)				\$20,000	\$150,000		Supports Department's Request for FY23-FY24
CDP-6	Bowling Green Feasibility Study							Town Manager Does Not Support Funding
CDP-7	Bicycle & Pedestrian Master Plan	\$40,000	\$0					Supports Department's Request for FY21
CDP-10	Conservation Land Management	\$15,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	Supports \$12,000 for FY21
CDP-11	ATV Trail Maintenance and Fields Mowing Vehicle			\$15,840				Supports Department's Request for FY22
CDP-11	Record Scanning Project	\$100,000		\$100,000	\$100,000	\$100,000	\$100,000	Town Manager Does Not Support Funding for FY21
FIN-1	MUNIS Software	\$10,000	\$10,000	\$10,000	\$50,000	\$10,000	\$10,000	Supports Department's Request for FY21
IT-1	Annual Staff Device Refresh	\$388,022	\$388,022	\$618,292	\$603,634	\$622,454	\$634,452	Supports \$388,022 for FY21
IT-2	Student Device Refresh	\$250,086	\$250,086	\$569,886	\$596,793	\$579,910	\$504,760	Supports \$250,086 for FY21
IT-3	IT Platforms and Infrastructure (borrow FY22-FY24)	\$198,500	\$100,000				\$67,500	Supports \$100,000 for FY21
LIB-1	Library Circulation Desk Replacement	\$35,000	\$35,000					Supports Department's Request for FY21
LIB-2	Library Makerspace Design	\$15,000	\$15,000					Supports Department's Request for FY21
POL-1	Police Vehicle Replacement	\$195,000	\$195,000	\$205,000	\$205,000	\$225,000	\$225,000	Supports Department's Request for FY21
POL-3	Mobile Camera Trailer System	\$50,000	\$0					Town Manager Does Not Support Funding for FY21
FR-1	Fire Apparatus Replacement (see also General Fund Borrowing)	\$70,000	\$0	\$70,000	\$70,000	\$70,000		Move All Requests Out One Year
FR-2	SCBA Air Compressor System	\$96,000	\$96,000					Supports Department's Request for FY21
FR-5	Radio Box Repeater System	\$30,000	\$0	\$25,000				Supports Department's Request for FY21
DPW-2	Minor Sidewalk Repairs	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	FY21 Request Moved to FY22
DPW-5	Two Way Radio System Phase 2	\$100,000	\$75,000					Supports Department's Request for FY21
DPW-6	Storm Water Management	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	Supports \$75,000 for FY21
DPW-7a	Public Works Vehicles - Small	\$120,000	\$120,000	\$363,000	\$165,000	\$162,000	\$90,000	Town Manager Does Not Support Funding for FY21
DPW-19	Stormwater Infrastructure Condition Assessment Program	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	Supports Department's Request for FY21
DPW-28	Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Town Manager Does Not Support Funding for FY21
FAC-1	Town Projects - Building Division	\$400,000	\$380,000	\$400,000	\$400,000	\$400,000	\$400,000	Supports Department's Request for FY21
FAC-2	Town Projects - Mechanical & Electrical Division	\$311,000	\$280,000	\$311,000	\$311,000	\$311,000	\$311,000	Supports \$280,000 for FY21
FAC-3	Town & School Security Projects	\$260,000	\$210,000	\$225,000	\$240,000	\$230,000	\$150,000	Supports \$210,000 for FY21
FAC-4	Town Vehicle Replacement	\$35,000	\$35,000	\$222,000	\$122,000	\$170,000	\$105,000	Supports Department's Request for FY21
FAC-5	Town Parks and Playground Improvements	\$650,000	\$650,000	\$500,000	\$300,000	\$300,000	\$500,000	Supports Department's Request for FY21
SCH-1	School Projects - All Schools	\$735,000	\$650,000	\$735,000	\$735,000	\$735,000	\$735,000	Supports \$650,000 for FY21
SCH-2	School Projects - By Building	\$565,000	\$500,000	\$605,000	\$725,000	\$475,000	\$355,000	Supports \$500,000 for FY21
<b>Total General Fund Revenue</b>		<b>\$5,569,968</b>	<b>\$4,311,108</b>	<b>\$5,572,018</b>	<b>\$5,115,427</b>	<b>\$5,172,364</b>	<b>\$4,569,712</b>	

# RECOMMENDATIONS AND FUNDING SUMMARY

Req. #	Request Title	De pt. Reqst. FY2021	TM's Rec. FY2021	TM's Plan FY2022	TM's Plan FY2023	TM's Plan FY2024	TM's Plan FY2025	Town Manager's Comments
<b>Free Cash</b>								
TM-1	Town Offices Meeting Room and Public Access Improvements	\$625,000	\$625,000					Supports Department's Request for FY21
TM-2	Sidewalk Program	\$950,000	\$950,000					Supports Department's Request for FY21
TM-3	Conservation & Open Space Improvements - Dale St. & Huggitts Pond Design	\$250,000	\$250,000					Supports Department's Request for FY21
TM-4	High Plain/Wood Hill Turf Field Complex	\$1,200,000	\$1,200,000					Supports Department's Request for FY21
TM-5	Tree Management Fund	\$500,000	\$500,000					Supports Department's Request for FY21
TM-6	Merrimack River Access Way	\$990,000	\$990,000					Supports Department's Request for FY21
	<b>Total Free Cash</b>	<b>\$4,515,000</b>	<b>\$4,515,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>General Fund Borrowing</b>								
IT-3	IT Platforms and Infrastructure (CF Revenue FY20-FY21)			\$942,500	\$689,500	\$542,500		Placeholder for Future Need
POOL-2	Public Safety CAD/RMS System	\$332,000	\$332,000					Supports Department's Request for FY21
FR-1	Fire Apparatus Replacement (See also General Fund Revenue)	\$725,000	\$725,000	\$360,000		\$370,000	\$200,000	Supports Department's Request for FY21
FR-4	Fire Bi-Directional Amplifier System (West Middle, Southorn & South)	\$300,000	\$300,000					Supports Department's Request for FY21
FR-6	Fire Bi-Directional Amplifier System (Doherty & Shawheen)			\$225,000				Supports Department's Request for FY22
DPW-3	Road Maintenance (not included in Projected Data)	\$1,250,000	\$0	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	Town Manager Does Not Support Funding
DPW-7b	Public Works Vehicles - Large	\$580,000	\$580,000	\$400,000	\$620,000	\$510,000	\$375,000	Supports Department's Request for FY21
DPW-8	Minor Storm Drain Improvements	\$300,000	\$300,000		\$300,000		\$300,000	Supports Department's Request for FY21
DPW-9	Town Bridge Evaluation & Maintenance					\$500,000		Placeholder for Future Need
EAC-6	Major Town Projects	\$825,000	\$825,000	\$1,180,000	\$1,180,000	\$1,050,000	\$850,000	Supports Department's Request for FY21
FAC-7	Town & School Energy Initiatives	\$300,000	\$300,000	\$405,000	\$565,000	\$500,000	\$665,000	Supports Department's Request for FY21
SCH-5	Major School Projects	\$4,930,000	\$4,930,000	\$2,825,000	\$5,990,000	\$6,475,000	\$6,100,000	Supports Department's Request for FY21
	<b>Total General Fund Borrowing</b>	<b>\$9,542,000</b>	<b>\$8,292,000</b>	<b>\$7,587,500</b>	<b>\$10,894,500</b>	<b>\$11,197,500</b>	<b>\$9,740,000</b>	
<b>Special Dedicated Funds</b>								
IT-2	Student Device Refresh (Cable Funds)	\$200,000	\$200,000					Supports Department's Request for FY21
DPW-1	Major Annual Road Maintenance (Ch 90)	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	Supports Department's Request for FY21
	<b>Total Special Dedicated Funds</b>	<b>\$1,564,279</b>	<b>\$1,564,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	
<b>Water &amp; Sewer Enterprise Funds</b>								
DPW-12	Water & Sewer Vehicles (WER)	\$225,000	\$225,000	\$225,000	\$250,000	\$225,000	\$175,000	Supports Department's Request for FY21
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$5,000,000	\$5,000,000	Supports Department's Request for FY21
DPW-17	Hydant Replacement Program (WER)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	Supports Department's Request for FY21
DPW-18	Water Treatment GAC Replacement (WER)	\$450,000	\$450,000			\$560,000	\$585,000	Supports Department's Request for FY21
DPW-23	Shawheen Pump Station (SEB)	\$1,574,350	\$1,574,350					Supports Department's Request for FY21
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)	\$50,000	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000	Supports Department's Request for FY21
DPW-29	Fish Brook Intake Replacement (WEB)			\$500,000		\$10,500,000		Placeholder for Future Need
DPW-30	Inflow/Infiltration (LI) Removal Program (SER)	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	Supports Department's Request for FY21
	<b>Total Water &amp; Sewer Enterprise Funds</b>	<b>\$8,549,350</b>	<b>\$8,549,350</b>	<b>\$7,975,000</b>	<b>\$6,600,000</b>	<b>\$16,635,000</b>	<b>\$6,110,000</b>	
	<b>Total All Requests</b>	<b>\$29,540,597</b>	<b>\$27,231,737</b>	<b>\$21,823,797</b>	<b>\$23,674,206</b>	<b>\$34,369,143</b>	<b>\$21,783,991</b>	

## RECOMMENDATIONS AND FUNDING SUMMARY

### Fiscal 2021 Recommendations – Funded by General Fund Revenue

	2021	2022	2023	2024	2025	Grand Total
<b>CD&amp;P</b>	<b>52,000</b>	<b>152,840</b>	<b>172,000</b>	<b>262,000</b>	<b>112,000</b>	<b>750,840</b>
Conservation Land Management	12,000	12,000	12,000	12,000	12,000	60,000
Record Scanning Project	0	100,000	100,000	100,000	100,000	400,000
Bowling Green Feasibility Study			20,000	150,000		170,000
Upgrade Printer/Copier/Scanner	0					0
Historic Mill Dist Circulation & Street Design (School St/Ridge St/Lupine Rd)		25,000	40,000			65,000
Historic Mill Dist Circulation&Street Design (Essex/Shawsheen & Red Spring	0					0
<b>Community Services</b>	<b>0</b>	<b>110,000</b>				<b>110,000</b>
Pomp's Pond Access Road and Parking Lot Paving		110,000				110,000
Pomp's Pond Floating Dock System Replacement	0					0
Storm Water Management	0	100,000	100,000	100,000	100,000	400,000
Public Works Vehicles - Small	120,000	363,000	165,000	162,000	90,000	900,000
Minor Sidewalk Repairs	250,000	250,000	250,000	250,000	250,000	1,250,000
Spring Grove Cemetery Improvements	20,000	20,000	20,000	20,000	20,000	100,000
Two Way Radio System Phase 2	75,000					75,000
Hazard Tree Removal	0	0	0	0	0	0
<b>Facilities</b>	<b>1,555,000</b>	<b>1,658,000</b>	<b>1,373,000</b>	<b>1,611,000</b>	<b>1,466,000</b>	<b>7,663,000</b>
Town Vehicle Replacement	35,000	222,000	122,000	170,000	105,000	654,000
Town Projects - Building Division	380,000	400,000	400,000	400,000	400,000	1,980,000
Town Projects - Mechanical & Electrical Division	280,000	311,000	311,000	311,000	311,000	1,524,000
Town & School Security Projects	210,000	225,000	240,000	230,000	150,000	1,055,000
Town Parks and Playground Improvements	650,000	500,000	300,000	500,000	500,000	2,450,000
<b>Finance</b>	<b>10,000</b>	<b>10,000</b>	<b>50,000</b>	<b>10,000</b>	<b>10,000</b>	<b>90,000</b>
MUNIS Software	10,000	10,000	50,000	10,000	10,000	90,000
<b>Fire</b>	<b>96,000</b>	<b>125,000</b>	<b>70,000</b>	<b>70,000</b>		<b>361,000</b>
Fire Apparatus Replacement	0	70,000	70,000	70,000		210,000
SCBA Air Compressor System	96,000					96,000
Specialized Industrial Washer and Dryer		25,000				25,000
Radio Box Repeater System		30,000				30,000
<b>IT</b>	<b>738,108</b>	<b>1,188,178</b>	<b>1,200,427</b>	<b>1,202,364</b>	<b>1,206,712</b>	<b>5,535,789</b>
Student Device Refresh	250,086	569,886	596,793	579,910	504,760	2,501,435
Annual Staff Device Refresh	388,022	618,292	603,634	622,454	634,452	2,866,854
IT Platforms & Infrastructure	100,000				67,500	167,500
<b>Library</b>	<b>50,000</b>	<b>225,000</b>				<b>275,000</b>
Library Circulation Desk Replacement	35,000					35,000
Relocate and Renovate Library Makerspace Design	15,000	225,000				240,000
<b>Police</b>	<b>195,000</b>	<b>205,000</b>	<b>205,000</b>	<b>225,000</b>	<b>225,000</b>	<b>1,055,000</b>
Police Vehicle Replacement	195,000	205,000	205,000	225,000	225,000	1,055,000
<b>School</b>	<b>1,150,000</b>	<b>1,340,000</b>	<b>1,460,000</b>	<b>1,210,000</b>	<b>1,090,000</b>	<b>6,250,000</b>
School Projects - All Schools	650,000	735,000	735,000	735,000	735,000	3,590,000
School Projects - By Building	500,000	605,000	725,000	475,000	355,000	2,660,000
<b>Grand Total</b>	<b>4,311,108</b>	<b>5,797,018</b>	<b>5,115,427</b>	<b>5,172,364</b>	<b>4,569,712</b>	<b>24,965,629</b>

## RECOMMENDATIONS AND FUNDING SUMMARY

### Fiscal 2021 Recommendations – Funded by Borrowing

☐	2021	2022	2023	2024	2025	Grand Total
<b>☐ DPW</b>	<b>880,000</b>	<b>400,000</b>	<b>920,000</b>	<b>1,010,000</b>	<b>675,000</b>	<b>3,885,000</b>
Public Works Vehicles - Large	580,000	400,000	620,000	510,000	375,000	2,485,000
Minor Storm Drain Improvements	300,000		300,000		300,000	900,000
Town Bridge Evaluation & Maintenance				500,000		500,000
<b>☐ Facilities</b>	<b>1,125,000</b>	<b>1,585,000</b>	<b>1,745,000</b>	<b>1,550,000</b>	<b>1,515,000</b>	<b>7,520,000</b>
Major Town Projects	825,000	1,180,000	1,180,000	1,050,000	850,000	5,085,000
Town & School Energy Initiatives	300,000	405,000	565,000	500,000	665,000	2,435,000
<b>☐ Fire</b>	<b>1,025,000</b>	<b>585,000</b>		<b>370,000</b>	<b>200,000</b>	<b>2,180,000</b>
Bi-Directional Amplifier System	300,000	225,000				525,000
Fire Apparatus Replacement	725,000	360,000		370,000	200,000	1,655,000
<b>☐ IT</b>		<b>942,500</b>	<b>689,500</b>	<b>542,500</b>		<b>2,174,500</b>
IT Platforms & Infrastructure		942,500	689,500	542,500		2,174,500
<b>☐ Police</b>	<b>332,000</b>					<b>332,000</b>
Upgrade CAD/RMS/Mobile Software	332,000					332,000
<b>☐ School</b>	<b>3,030,000</b>	<b>4,725,000</b>	<b>5,990,000</b>	<b>6,475,000</b>	<b>6,100,000</b>	<b>26,320,000</b>
Major School Projects	3,030,000	4,725,000	5,990,000	6,475,000	6,100,000	26,320,000
<b>☐ Sewer</b>	<b>1,574,350</b>					<b>1,574,350</b>
Shawsheen Pump Station	1,574,350					1,574,350
<b>☐ Water</b>	<b>12,000,000</b>	<b>6,500,000</b>	<b>5,000,000</b>	<b>12,500,000</b>	<b>3,000,000</b>	<b>39,000,000</b>
Water Main Replacement Projects	12,000,000	6,000,000	5,000,000	5,000,000		28,000,000
Fish Brook Intake Replacement		500,000		7,500,000	3,000,000	11,000,000
<b>Grand Total</b>	<b>19,966,350</b>	<b>14,737,500</b>	<b>14,344,500</b>	<b>22,447,500</b>	<b>11,490,000</b>	<b>82,985,850</b>

## RECOMMENDATIONS AND FUNDING SUMMARY

### Fiscal 2021-2025 Recommendations – Debt Service

	Recommendation	FY 21	FY 22	FY 23	FY 24	Sum of FY25
<b>DPW</b>	<b>3,885,000</b>	<b>0</b>	<b>123,200</b>	<b>175,680</b>	<b>299,360</b>	<b>431,960</b>
Public Works Vehicles - Large	2,485,000	0	81,200	134,880	217,760	282,760
Minor Storm Drain Improvements	900,000	0	42,000	40,800	81,600	79,200
<b>Facilities</b>	<b>7,520,000</b>	<b>0</b>	<b>157,500</b>	<b>374,900</b>	<b>608,360</b>	<b>807,540</b>
Major Town Projects	5,085,000	0	115,500	277,400	434,580	568,840
Town & School Energy Initiatives	2,435,000	0	42,000	97,500	173,780	238,700
<b>Fire</b>	<b>2,180,000</b>	<b>0</b>	<b>173,500</b>	<b>272,600</b>	<b>264,060</b>	<b>307,320</b>
Bi-Directional Amplifier System	525,000	0	72,000	123,600	119,400	115,200
Fire Apparatus Replacement	1,655,000	0	101,500	149,000	144,660	192,120
<b>IT</b>	<b>2,174,500</b>	<b>0</b>	<b>0</b>	<b>226,200</b>	<b>384,140</b>	<b>501,284</b>
IT Platforms & Infrastructure	2,174,500	0	0	226,200	384,140	501,284
<b>Police</b>	<b>332,000</b>	<b>0</b>	<b>79,680</b>	<b>77,024</b>	<b>74,368</b>	<b>71,712</b>
Upgrade CAD/RMS/Mobile Software	332,000	0	79,680	77,024	74,368	71,712
<b>School</b>	<b>26,320,000</b>	<b>0</b>	<b>272,700</b>	<b>691,890</b>	<b>1,215,480</b>	<b>1,770,740</b>
Major School Projects	26,320,000	0	272,700	691,890	1,215,480	1,770,740
<b>Sewer</b>	<b>1,574,350</b>	<b>0</b>	<b>141,692</b>	<b>138,543</b>	<b>135,394</b>	<b>132,245</b>
Shawsheen Pump Station	1,574,350	0	141,692	138,543	135,394	132,245
<b>Water</b>	<b>39,000,000</b>	<b>540,000</b>	<b>1,068,000</b>	<b>1,704,000</b>	<b>2,114,000</b>	<b>3,189,000</b>
Water Main Replacement Projects	28,000,000	540,000	1,068,000	1,584,000	1,998,000	2,402,000
Fish Brook Intake Replacement	11,000,000	0	0	120,000	116,000	787,000
<b>Grand Total</b>	<b>82,985,850</b>	<b>540,000</b>	<b>2,016,272</b>	<b>3,660,837</b>	<b>5,095,162</b>	<b>7,211,801</b>

# SECTION 3



## PROJECT REQUESTS BY DEPARTMENT



# TOWN MANAGER



# TOWN MANAGER

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Town Offices Meeting Room and Public Access Improvements* TM-1

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec for FY2021: \$625,000**  
**Original Dept. Request: \$625,000**  
**Submitted by:** Andrew P. Flanagan  
**Department:** Town Manager  
**Funding Source:** Free Cash

### Project Description:

The existing meeting rooms in Town Offices have become increasingly challenging spaces to conduct public meetings. As public engagement continues to grow, access to effective and functional meeting space is necessary to meet today's needs. This capital request will leverage an FY18 appropriation for the design and reconfiguration of these rooms in order to maximize space within Town Offices. This project will improve the experience at the many public meetings held in the town office building each week as well as improve access and security to these meeting rooms and other public spaces within the building. In addition to meeting room improvements, entry ways and doors to office areas will be widened, and counters will be lowered to meet accessibility requirements.

### Project Justification and Purpose:

The Andover Town Offices are currently located in what was originally the Punchard High School. The building was renovated in 1986 to accommodate several town departments. Since 1986, there have been many changes how public meetings are conducted as well as the functions of the adjacent offices and work spaces. Technology and telecommunication improvements over the last 30 years necessitate functional changes to our meeting room spaces to improve meeting participation by both committee/board members, as well as the public. The largest Town Offices meeting room is limited to 49 people, due to only one egress. There have been several meetings in which members of the public have had to wait in the hall, where they are not able to hear the meeting. This project will ensure that public meetings are inclusive and accessible to all attendees. Many of our high volume customer service areas do not have accessible counters or transaction areas. To ensure ADA compliance, counter heights will be adjusted to improve customer transactions within Town Offices.

### Cost Estimate & Timing:

This project is expected to be completed in FY2021.

### Estimated Annual Operating or Maintenance Cost or Savings:

N/A

### Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$625,000	\$625,000

# TOWN MANAGER

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Town Sidewalk Program*

**TM-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$950,000**  
**Original Dept. Request: \$950,000**  
**Submitted by: Andrew P. Flanagan**  
**Department: Town Manager's Office**  
**Funding Source: Free Cash**

### Project Description

This capital request would provide \$600,000 for the installation of new sidewalks and \$350,000 for the repair of existing sidewalks.

### Project Justification and Purpose

It is a strategic goal of the Select Board and Town Manager to establish a sidewalk program. Recognizing the need for the installation of new sidewalks, as well as the repair and replacement of existing sidewalk, this new program represents a target of 10% of certified free cash balance. When combined with the small sidewalk repair program, the overall funding for sidewalk replacement. The

The Sidewalk Program will be reflective of the Sidewalk Master Plan that was formalized in 2001. This plan gives priority to constructing sidewalks on at least one side of many streets within one mile of a school or other municipal facility, which generates heavy pedestrian traffic.

### Cost Estimate & Timing

The projected costs incorporate a base figure of \$121/ft., which includes new bituminous concrete sidewalks, and granite curbs, and trees. Additional items such as engineering, police, retaining walls, guardrail and drainage structures, where necessary at each location, are also incorporated.

### Estimated Annual Operating

N/A

### Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$950,000	\$950,000

# TOWN MANAGER

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Conservation & Open Space Improvements – Dale Street and Haggetts Pond Design*

**TM-3**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$250,000**  
**Original Dept. Request: \$250,000**  
**Submitted by: Andrew P. Flanagan**  
**Department: Town Manager's Office**  
**Funding Source: Free Cash**

**Project Description**

This capital request would provide \$250,000 for the design of a new boat launch and a 70-foot pedestrian bridge that will connect the Vale Reservation with the Foster's Island area and Pomp's Pond frontage. This would also fund the design of the first inclusive, ADA accessible trail in Andover at Haggett's Pond. Both projects would be the first of their kind and would significantly increase access to open space in Andover.

**Project Justification and Purpose**

It is a strategic goal of the Select Board and Town Manager to improve and enhance access to open space. For Dale Street, providing a formal boat launch for human-powered boats will increase access to this stretch of the Shawsheen. The boat launch will provide a safe and formal river access point and would be a major improvement over the steep and river bank that is currently traversed by boaters. The bridge will also connect two major trail systems and conservation land.

At Haggett's Pond, the goal is to improve the current path to be a fully inclusive trail for all town residents. The flat nature of the existing rail-trail is ideal for this, the leveling required would be minimal. A small two-car parking for handicapped only vehicles would be added.



*Draft conceptual sketch of potential footbridge over the Shawsheen River*

**Cost Estimate & Timing**

\$250,000 for the design of the bridge and boat ramp at Dale Street and the design of the trails at Haggetts Pond.

**Town Manager's Recommendation:**

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$250,000	\$250,000

# TOWN MANAGER

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## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *High Plain/Wood Hill Turf Field*

**TM- 4**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$1,200,000**  
**Original Dept. Request: \$1,200,000**  
**Submitted by: Andrew P. Flanagan**  
**Department: Town Manager's Office**  
**Funding Source: Free Cash**

<b>Project Description</b>
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This capital request would provide \$1,200,000 for the design and construction of three turf fields at High Plain Elementary School and Wood Hill Middle School.

<b>Project Justification and Purpose</b>
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This project is a public / private partnership with Andover Soccer Association. These funds would construct two regulation soccer fields as well as a U-12 turf field at the current grass location. These fields would be utilized by Andover Soccer Association, Andover High School, as well as High Plain Elementary and Wood Hill Middle School students, as well as private user group rentals. With field demand at an all-time high, these turf fields would allow tremendous flexibility in scheduling and could be utilized for multiple sports.

<b>Cost Estimate &amp; Timing</b>
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The estimated cost of the project is \$1,950,000 with the Town of Andover contributing \$1,200,000 and Andover Soccer Association contributing \$750,000

<b>Estimated Annual Operating</b>
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N/A

<b>Town Manager's Recommendation:</b>
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The Town Manager recommends this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$1,200,000	\$1,200,000
2022		
2023		
2024		
2025		

# TOWN MANAGER

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Tree Management Fund*

**TM-5**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$500,000**  
**Original Dept. Request: \$500,000**  
**Submitted by: Andrew P. Flanagan**  
**Department: Town Manager's Office**  
**Funding Source: Free Cash**

### Project Description

This capital request is for \$500,000 to be appropriated from Free Cash to establish a Tree Management Fund. These funds will finalize a Street Tree Inventory as well as a Tree Management Plan that will allow us to plant an abundance of new street trees in appropriate locations, and more quickly identify and remove hazard trees on public land and roadways. This is consistent with the Select Board/Town Manager Goals and objectives as well as priorities outlined through the Municipal Vulnerability Preparedness program.

### Project Justification and Purpose

Public trees in Andover are a major component of the Town's infrastructure and provide more than the traditional values of aesthetics and shade. These trees also provide numerous environmental benefits, including temperature moderation and cooling, reduction of air pollutants, energy conservation, and overall increases to property value. Equally important, the expedited removal of hazard trees will assist in limiting losses of power during extreme weather events.

### Cost Estimate & Timing

\$500,000 for new planting and hazardous tree removal, to be ongoing throughout FY 2021

### Estimated Annual Operating

N/A

### Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$500,000	\$500,000

# TOWN MANAGER

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Merrimack River Access Way*

TM- 6

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$990,000**  
**Original Dept. Request: \$990,000**  
**Submitted by: Andrew P. Flanagan**  
**Department: Town Manager's Office**  
**Funding Source: Free Cash**

### Project Description

This capital request would provide for \$990,000 for the construction of an access road to the Merrimack River. This access road will provide for a road passable by vehicles to expand the access to the river for recreational and leisure purposes. Additionally, public safety access will be incorporated with the addition of a fire rescue boat to be positioned at this site. This request will fund the construction of the road which will include path clearing, widening of the existing roads, creation of emergency passing zones, and a parking area.

### Project Justification and Purpose

It has been a long-standing goal of the town to increase access to the Merrimack River. For more than two decades, the town has worked to create an access road to the Merrimack River, of which Andover is home to the largest stretch of shoreline in the Merrimack Valley. Water rescue services will now be available through Andover Fire Rescue as we create this access road and provide a

### Cost Estimate & Timing

### Estimated Annual Operating

N/A

### Town Manager's Recommendation:

The Town Manager recommends this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$990,000	\$990,000
2022		
2023		
2024		
2025		



# LIBRARY



# LIBRARY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Library Level 1 Circulation Desk Replacement*

**LIB-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$35,000**  
**Original Dept. Request: \$35,000**  
**Submitted by: Library Director**  
**Department: Library**  
**Funding Source: General Fund Revenue**

**Project Description:**

Replace the Main Circulation Desk on Level 1.

**Project Justification and Purpose:**

The Main Circulation Desk on Level 1 is both a physical and psychological barrier to providing good customer service to patrons of all ages. Standing 3” higher than standard, the desk presents ergonomic issues for both the staff and the public (especially seniors, differently abled and children). In addition, advances in technology have made the layout of the desk an impediment to serving the public efficiently.

**Cost Estimate & Timing:**

\$35,000 – work to commence in the Fall of 2020.

**Estimated Annual Operating or Maintenance Cost or Savings:**

None

**Town Manager's Recommendation:**

The Town Manager supports this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$35,000	\$35,000
2022		
2023		
2024		
2025		

# LIBRARY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Relocate and Renovate Library Makerspace Design*      **LIB-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$15,000**  
**Original Dept. Request: \$15,000**  
**Submitted by: Library Director**  
**Department: Library**  
**Funding Source: General Fund Revenue**

**Project Description:**

Relocate and renovate the Makerspace.

**Project Justification and Purpose:**

The Makerspace offers patrons the ability to learn how to design and produce their own projects using special technology and equipment. Currently, it is located in a staff only area on the ground floor. This location has been an impediment to serving the public efficiently, but the increasing popularity of the programs and equipment have made it truly unwieldy. Using the current staff room and a portion of the ground floor, renovate the space to relocate the Makerspace. The relocated Makerspace will have direct public access as well as glass walls for others to view what is being created. Update the current Makerspace to serve as a staff room.

Design funds are being requested for FY2021, with construction requested for FY2022.

**Cost Estimate & Timing:**

\$15,000 – design and engineering of space beginning in the Fall of 2020  
 \$225,000 – work to relocate and construct the Makerspace in the Fall of 2021.

**Estimated Annual Operating or Maintenance Cost or Savings:**

One new staff member may be needed to allow the space to be open nights and weekends.

**Town Manager's Recommendation:**

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$15,000	\$15,000
2022	\$225,000	\$225,000
2023		
2024		
2025		



# FINANCE AND BUDGET



# FINANCE AND BUDGET

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *MUNIS Financial Software Improvements*

**FIN-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$10,000**  
**Original Dept. Request: \$10,000**  
**Submitted by: Donna M. Walsh**  
**Department: Finance**  
**Funding Source: General Fund Revenue**

### Project Description:

This request continues the implementation of additional MUNIS modules and allows more users to be trained on existing modules. Over the past five years many modules have been implemented and some are in progress. This request will provide funding for the implementation of MUNIS Employee Self Service (ESS), and Tyler Customer Self Service CSS) as well as allow for on-going MUNIS consulting in future years and consideration of purchasing and implementing MUNIS Utility Billing.

### Project Justification and Purpose:

A fully integrated financial system should be a priority when feasible. In FY19 funds were approved to purchase the Employee Self Service module. However due to personnel changes, and with the approval of the Town Manager, the funds were used to purchase Tyler Cashiering. This module allows the Treasurer's Office to record RE, PP and MVX payments on a real time basis and to provide an actual receipt thereby improving customer service.

Implementation of Tyler Content Manager (TCM) is currently in process. This software acts as an "electronic filing cabinet" allowing users to scan and attach source documents (such as original invoices and customer checks) to transactions in MUNIS. It also provides the ability to attach other financial documents such as purchase orders, vendor checks, payroll checks and direct deposit advices to individual records.

Employee Self Service software gives employees access to view sick and vacation history, allows employees to request time-off which the supervisor can approve electronically and allows employees to easily make changes to personal information. The module also stores information such as W-4 and historical W-2's. ESS also allows for a more seamless health insurance enrollment process.

Tyler Customer Self Service will allow residents to pay their RE, PP and MVX bills on-line in a more user friendly environment and have the ability to see historical information about charges, payments and assessed values.

Funds are also requested in FY2023 to consider purchasing the MUNIS Utility Billing module. This would allow all receivables to be on the same software and, when CSS is implemented, would provide enhanced customer service related to on-line bill pay.

### Cost Estimate & Timing:

MUNIS Employee Self Service - \$25,000 License and Implementation  
Tyler Customer Self Service - \$11,000 License and Implementation

**FINANCE AND BUDGET**

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Available funds approved in prior years will be used to supplement the above.

**Estimated Annual Operating or Maintenance Cost or Savings:**

Annual support for ESS is estimated at \$4,600. Annual support for TCM is estimated at \$8,100  
Annual support for CSS is estimated at \$2,000

**Town Manager’s Recommendation:**

The Town Manager supports the FY21 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2021</b>	\$10,000	\$10,000
<b>2022</b>	\$10,000	\$10,000
<b>2023</b>	\$50,000	\$50,000
<b>2024</b>	\$10,000	\$10,000
<b>2025</b>	\$10,000	\$10,000



# Information Technology



# INFORMATION TECHNOLOGY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Annual Staff Device Refresh*

**IT-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$388,022**  
**Original Dept. Request: \$538,022**  
**Submitted by: Paul J. Puzzanghera, CIO**  
**Department: Information Technology**  
**Funding Source: General Fund Revenue**

**Project Description:**

This article provides personal computers (both desktop and laptop) to all Andover staff including Town knowledge workers, school knowledge workers and teachers. Devices are leased and are refreshed every four years.

**Project Justification and Purpose:**

This provides up to date computers for all Town and School staff.

**Cost Estimate & Timing:**

See chart below for details..

Comments:

- Instructional assistants are now provided with Chromebook devices to support their roles.
- IT has elected to move away from purchasing vendor warranties and move to a self-repair model based on operating history. This has also yielded a significant savings.
- Costs of certain management software are now shared with IT-2 as the number of student devices continues to expand.
- This request contains funding to move the Town away from purchasing Microsoft Office and instead moves toward Office 365 annual subscription. This will allow IT to wind down its investment in server and storage infrastructure to support on premise email management

**Estimated Annual Operating or Maintenance Cost or Savings:**

All annual costs are included in this article. These include Microsoft Office, management software and anti-virus software.

**Town Manager's Recommendation:**

The Town Manager supports funding \$388,022 for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$538,022	\$388,022
<b>2022</b>	\$618,292	\$618,292
<b>2023</b>	\$603,634	\$603,634
<b>2024</b>	\$622,454	\$622,454
<b>2025</b>	\$634,452	\$634,452

# INFORMATION TECHNOLOGY

	Device Count	Unit Cost	FY21	FY22	FY23	FY24	FY25
<b>Town and School Administrative Computers</b>							
Existing Administrative Leases			25,590				
FY20 Town + School Admin Lease	100	284	28,382	28,382	28,382		
FY21 Town + School Admin Lease	105	284	29,801	29,801	29,801	29,801	
FY22 Town + School Admin Lease	110	284		31,221	31,221	31,221	31,221
FY23 Town + School Admin Lease	115	284			32,640	32,640	32,640
FY24 Town + School Admin Lease	120	284				34,059	34,059
FY25 Town + School Admin Lease	125	284					35,478
Monitor Purchase	75	225	16,875	16,875	16,875	16,875	16,875
Repair Allowance			10,000	10,000	10,000	10,000	10,000
Admin Machine Subtotal			110,649	116,279	148,919	154,596	160,272
<b>Teacher/IA Computers</b>							
Existing Teacher Leases			217,641	30,200			
FY20 ES IA Lease	100	90	9,016	9,016	9,016		
FY20 MS IA Lease	50	90	4,508	4,508	4,508		
FY21 HS IA Lease	50	316	15,805	15,805	15,805	15,805	
FY24 ES IA Lease	100	125				12,510	12,510
FY24 MS IA Lease	50	125				6,255	6,255
FY25 HS IA Lease	70	316					22,127
FY21 Teacher Lease	25	316	7,903	7,903	7,903	7,903	
FY22 Teacher Lease	750	316		237,080	237,080	237,080	237,080
FY22 Lease Buyout	200	125		25,000			
FY23 Teacher Lease	25	316			7,903	7,903	7,903
FY24 Teacher Lease	25	316				7,903	7,903
FY25 Teacher Lease	25	316					7,903
Repair Allowance			25,000	25,000	25,000	25,000	25,000
Teacher Machine Subtotal			279,873	354,512	307,215	320,358	326,680
<b>Software</b>							
Microsoft Office 365 Town Licenses	300	240	72,000	72,000	72,000	72,000	72,000
Microsoft Office School Enterprise License	1,000	55	27,500	27,500	27,500	27,500	27,500
Management Software			25,000	25,000	25,000	25,000	25,000
Anti Virus Software			23,000	23,000	23,000	23,000	23,000
Software Subtotal			147,500	147,500	147,500	147,500	147,500
<b>Total Staff Fleet CIP Request</b>			<b>538,022</b>	<b>618,292</b>	<b>603,634</b>	<b>622,454</b>	<b>634,452</b>

# INFORMATION TECHNOLOGY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Annual Student Device Refresh*

**IT-2**

**Department Priority Ranking: 2**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$450,086**  
**Original Dept. Request: \$540,086**  
**Submitted by: Paul J. Puzanghera, CIO**  
**Department: Information Technology**  
**Funding Source: General Fund**  
Revenue/Cable Funds

### Project Description:

Provide funding for all student computing needs including the iAndover 1:1 technology initiative. 100% of all Andover students now have full time, on-demand access to technology as needed. Devices are leased and replaced every four years.

### Project Justification and Purpose:

The Andover program utilizes a hybrid approach that provides in-school devices to elementary students but allows middle and high school students to “Bring Your Own Device” (BYOD) to permit 24x7 access to learning tools and environments. This model allows us to promote a full 1:1 program in a more cost efficient manner.

Specifically:

- Grade K-1 students are provided with shared tablets by the district (currently Apple iPads)
- Grade 2-5 students are provided an Internet capable laptop (currently a cost effective Chromebook device)
- Grades 6-12 students may bring their own laptop. Middle School students are encouraged to bring Chromebooks. Students with demonstrated need receive district provided devices (currently repurposed Windows laptops).

This article provides funding to enable all Andover students to have access to a personal computing device during the school day to:

- Provide access to desktop and web based applications and learning platforms
- Provide a platform for moving fully to an eBooks digital format in lieu of expensive traditional paper versions
- Access new generation learning content (videos, audiobooks, rich multimedia content, etc.)
- Facilitate research and note-taking
- Provide assistive learning environments for special education students
- Encourage collaboration
- Create new opportunities for differentiated instruction and real time assessment

Furthermore, this article provides funding in support of special purpose devices required by music, art, engineering, photography and other unique departments. These are typically provided as fixed “labs” or in mobile carts. With the advent of the 1:1 initiative, the number of devices required for these purposes has diminished dramatically.

### Cost Estimate & Timing:

## INFORMATION TECHNOLOGY

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See chart below for details:

In FY18 IT elected to move away from purchasing vendor warranties and move to a self-repair model based on operating history. Most of the repair costs from student machines are from “accidental damage” rather than device failure. Student repair rates are higher than for staff devices. Nonetheless, this has yielded a significant savings.

Estimated costs include costs for configuring devices, providing protective cases as well as charging stations.

Costs of certain management software are now shared with IT-1 as the number of student devices continues to expand.

Costs escalate significantly in FY21 since devices that were initially purchased with one time funds are now being replaced with annual lease costs.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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All annual costs are included in this article. These include Microsoft Office, management software and anti-virus software.

<b>Town Manager’s Recommendation:</b>
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The Town Manager supports funding \$250,086 from general fund revenue and \$200,000 from Cable Funds for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$540,086	\$450,086
2022	\$569,886	\$569,886
2023	\$596,793	\$596,793
2024	\$579,910	\$579,910
2025	\$504,760	\$504,760

# INFORMATION TECHNOLOGY

	Device Count	Unit Cost	FY21	FY22	FY23	FY24	FY25
<b>K-1 1:1 Leases</b>							
Existing iPad Leases			35,047	24,723			
FY20 Apple iPad Lease	331	110	36,421	36,421	36,421		
FY21 Apple iPad Lease	0	110	0	0	0	0	
FY22 Apple iPad Lease	104	110		11,443	11,443	11,443	11,443
FY23 Apple iPad Lease	188	110			20,686	20,686	20,686
FY24 Apple iPad Lease	331	110				36,421	36,421
FY25 Apple iPad Lease	0	110					0
<b>Elementary 1:1 Leases</b>							
Existing Chromebook Leases			118,868	31,094			
FY20 Chromebook Lease	425	90	38,319	38,319	38,319		
FY21 Chromebook Lease	633	125	79,187	79,187	79,187	79,187	
FY22 Chromebook Lease	775	125		96,951	96,951	96,951	96,951
FY23 Chromebook Lease	340	125			42,533	42,533	42,533
FY24 Chromebook Lease	500	125				62,549	62,549
FY25 Chromebook Lease	500	125					62,549
<b>Middle and High School 1:1 Scholarship Leases</b>							
FY21 Windows HS Scholarship Lease	75	195	14,628	14,628	14,628	14,628	
FY25 Windows HS Scholarship Lease	75	195					14,628
FY24 Chrome MS Scholarship Lease	75	125				9,382	9,382
1:1 Program Subtotal			322,469	332,765	340,168	373,780	357,142
<b>School Specific Requests (Labs and Shared Equipment)</b>							
Existing Special Equipment Leases							
FY20 Special Equipment Lease (Apple)			45,000	45,000	45,000		
FY20 Special Equipment Lease (Windows)			25,000	25,000	25,000		
FY21 Special Equipment Lease			50,517	50,517	50,517	50,517	
FY22 Special Equipment Lease				19,504	19,504	19,504	19,504
FY23 Special Equipment Lease					19,504	19,504	19,504
FY24 Special Equipment Lease						19,504	19,504
FY25 Special Equipment Lease							19,504
School Specific Requests Subtotal			120,517	140,021	159,525	109,030	78,018
Repair Allowance			48,000	48,000	48,000	48,000	48,000
<b>Software</b>							
Microsoft Office School Enterprise License			27,500	27,500	27,500	27,500	0
Management Software (JAMF)			17,600	17,600	17,600	17,600	17,600
AntiVirus Software			4,000	4,000	4,000	4,000	4,000
Software Subtotal			49,100	49,100	49,100	49,100	21,600
<b>Total Student Fleet CIP Request</b>			<b>540,086</b>	<b>569,886</b>	<b>596,793</b>	<b>579,910</b>	<b>504,760</b>

# INFORMATION TECHNOLOGY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *IT Infrastructure*

**IT-3**

**Department Priority Ranking: 3**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$100,000**  
**Original Dept. Request: \$198,500**  
**Submitted by: Paul J. Puzanghera, CIO**  
**Department: Information Technology**  
**Funding Source: General Fund**  
 Revenue/Borrowing

**Project Description:**

This project contains funding for all IT infrastructure including both hardware and software platforms that are shared by all Town and School departments.

**Project Justification and Purpose:**

FY21 will be a largely transitional year with requiring smaller maintenance based expenditures. However, we are requesting funds in several areas to augment our cyber security hardware, software and practices. With the increasing assault on municipalities it is imperative that we provide more aggressive defensive strategies, in particular, moving to new classes of hardware and software that rely on modern Artificial Intelligence (AI) analysis rather than more traditional static defenses. We must also invest in our staff since our human capital represent our most vulnerable asset.

In either FY22 or FY23 we will be required to do a large scale refresh of our server, storage and network infrastructure. At that time, we will make decisions to move more of our workloads from on-premise to cloud which will reduce our capital needs but increase annual operating costs.

**Cost Estimate & Timing:**

See chart below for more details:

**Estimated Annual Operating or Maintenance Cost or Savings:**

Managed print services will reduce operational expenses significantly. High volume imaging devices are 2-3X more cost efficient than consumer grade devices.

**Town Manager's Recommendation:**

The Town Manager supports funding \$100,000 for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$198,500	\$100,000
2022	\$942,500	\$942,500
2023	\$689,500	\$689,500
2024	\$542,500	\$542,500
2025	\$67,500	\$67,500

# INFORMATION TECHNOLOGY

Platform	Project	FY21	FY22	FY23	FY24	FY25
Hardware Platforms						
Multimedia	Digital Signage					
Multimedia	Middle/High School Projector Refresh		300,000			
Multimedia	Printer Consolidation	35,000				
Multimedia	Town Projector Refresh	10,000	10,000	10,000	10,000	10,000
Network	Access Point Refresh		150,000	150,000		
Network	Core Switch Refresh		60,000			
Network	Edge Switch Refresh	20,000	200,000	200,000	200,000	
Network	Archiver Refresh			15,000		
Network	Firewall Refresh			75,000		
Network	Load Balancer Refresh		15,000			
Network	Mobile Device Management					
Network	SPAM Firewall Refresh		20,000			
Power	Batteries	26,000				
Power	UPS Refresh			80,000		
Servers	Server Refresh		42,000	42,000		
Servers	Virtualization Support		28,000			
Storage	Annual Storage Growth	15,000	15,000	15,000	15,000	15,000
Storage	Backup Expansion	10,000	10,000	10,000	10,000	10,000
Storage	Storage Refresh		60,000	60,000		
Unified Comm.	Handset Replacement/Expansion	2,500	2,500	2,500	2,500	2,500
Unified Comm.	Intercoms		10,000	10,000	10,000	10,000
Unified Comm.	Server/Handset Refresh				275,000	
Wiring - Fiber	Maintenance/Expansion	10,000	10,000	10,000	10,000	10,000
Wiring - Internal	Wiring Maintenance/Expansion	10,000	10,000	10,000	10,000	10,000
Software Platforms						
Document Management	Document Management Software	10,000				
GIS	GIS	15,000				
Network	Network - Monitoring Platform					
Server	Database Server Software Licenses and CALS					
Server	VEEAM Backup Expansion					
Web	Intranet					
Web	Web Site Enhancements	10,000				
Services						
	Security Audit and upgrades	25,000				
Content						
Total CIP Request		198,500	942,500	689,500	542,500	67,500

# COMMUNITY DEVELOPMENT & PLANNING



# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *CD&P Upgrade Printer/Copier/Scanner*

**CDP-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$0**  
**Original Dept. Request: \$ 21,360**  
**Submitted by: Paula Hamel**  
**Department: CDP**  
**Funding Source: General Fund Revenue**

**Project Description:**

Upgrading large plan copier, plotter and CD&P main copier.

**Project Justification and Purpose:**

Community Development & Planning purchased the Ricoh large scale printer and scanner over 10 years ago, the HP Design Jet color large print printer is over 5 years old and will no longer take software updates, while the Ricoh scanner and printer cannot be networked. Our standard copier has ½ million copies and ¼ of a million scans and is being serviced more often. With this funding CD&P will be able to purchase a combined large scale color copier, scanner and printer that can be networked and used by all of CD&P divisions, as well as other departments. The combining of purchasing both the large scale printer and standard size printer will give the Town discounts for a bundle purchase. The new large scale scanner will allow the department to achieve the document scanning project in a more efficient manner. It will also allow us to eliminate one piece of equipment

**Cost Estimate & Timing:**

The copier will cost \$ 12,406, the scanner/plotter will cost \$8,954; purchase will occur over the summer.

**Estimated Annual Operating or Maintenance Cost or Savings:**

Annual maintenance cost \$1,680 includes toner and color copies billed at .085 per copy. CD&P currently spends approximately \$9,000 on toner & color ink per fiscal year and this is anticipated to be cut in half with the purchase of this new equipment.

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$21,360	\$0

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Historic Mill District – Feasibility Study/Services to Support Municipal Land Disposition* **CDP-2**

**Department Priority Ranking:**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:** \$40,000  
**Original Dept. Request:** \$40,000  
**Submitted by:** Paul Materazzo  
**Department:** CD&P  
**Funding Source:** General Fund Revenue

### Project Description:

With the goal of helping set the table for targeted economic development in the Historic Mill District, the Town seeks to obtain the services of a professional real estate consultant to assist with the disposition of Municipal Land off Lewis Street (Old Town Yard site). Additional services may include assisting the Town with the release of the community authored RFP, assisting the Town and the RFP Selection Committee in analyzing responses to the community authored RFP, and/or any other services needed in order to prepare the municipal land for disposition.

### Project Justification and Purpose:

The project would seek to:

In FY20, the Historic Mill District Task Force facilitated a series of community conversations, which has guided the development of a community authored Request For Proposal (RFP) for the Municipal Land off Lewis Street (Old Town Yard site). This project will seek to obtain the services of various consultants with expertise in land disposition, to assist the Town with the release of the community authored RFP. The selected consultant will assist the Town and the RFP Selection Committee in analyzing RFP responses and performing other services as needed.

### Cost Estimate & Timing:

Total Cost of the Feasibility Study \$40,000

### Estimated Annual Operating or Maintenance Cost or Savings:

### Town Manager's Recommendation:

The Town Manager support this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$40,000	\$40,000

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Historic Mill District – Circulation and Street Design – School Street/Ridge Street/Lupine Road*

**CDP-3**

**Department Priority Ranking:**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:** \$0 (FY22 Request)  
**Original Dept. Request:** \$25,000 (FY22 Request)  
**Submitted by:** Paul Materazzo  
**Department:** CD&P & DPW  
**Funding Source:** General Fund Revenue

### Project Description:

With the goal of helping set the table for targeted economic development in the Historic Mill District, the Town seeks design funding to implement pedestrian & vehicular improvements, pursuant to recommendations that are further outlined in the Circulation and Street Design Study as performed by Design Consultants, Inc. The design funds requested would be utilized to develop construction level drawings for the School Street/Ridge Street/Lupine Road intersection.

### Project Justification and Purpose:

Pursuant to recommendations of the Circulation and Street Design Study as performed by Design Consultants, Inc. this project will seek to develop construction level drawings for the intersection of School Street/Ridge Street/Lupine Road within the Historic Mill District. The design funds for this project are being requested for FY22, with construction funds being requested for FY23.

### Cost Estimate & Timing:

Total Cost Design \$25,000 Construction \$40,000

### Estimated Annual Operating or Maintenance Cost or Savings:

### Town Manager's Recommendation:

The Town Manager supports these requests for FY22 and FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$25,000	\$25,000
2023	\$40,000	\$40,000

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

**PROJECT REQUEST:** *Historic Mill District – Circulation and Street Design – Reconstruction of the Essex Street/Shawsheen Road/Red Spring Road intersection*

**CDP-4**

**Department Priority Ranking:**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:** \$0  
**Original Dept. Request:** \$70,000  
**Submitted by:** Paul Materazzo  
**Department:** CD&P & DPW  
**Funding Source:** General Fund Revenue

**Project Description:**

With the goal of helping set the table for targeted economic development in the Historic Mill District, the Town seeks construction funding to implement pedestrian & vehicular improvements, pursuant to recommendations that are further outlined in the Circulation and Street Design Study as performed by Design Consultants, Inc. The funds requested would be utilized for reconstruction of the Essex Street/Shawsheen Road/Red Spring Road intersection.

**Project Justification and Purpose:**

Pursuant to recommendations of the Circulation and Street Design Study as performed by Design Consultants, Inc. this project will seek to facilitate reconstruction of the Essex Street/Shawsheen Road/Red Spring Road intersection within the Historic Mill District. This project represents the first intersection reconstruction project in preparing the Historic Mill District for redevelopment. Additional intersections will be considered in future CIP requests.

**Cost Estimate & Timing:**

Total Cost Construction \$70,000

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager does not support funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$70,000	\$0

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Bowling Green Feasibility Study – Develop Strategic Plan to Enhance Community Space*

**CDP-5**

**Department Priority Ranking:**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:** \$0 (FY23 Request)  
**Original Dept. Request:** \$0 (Project targeted FY23)  
**Submitted by:** Paul Materazzo  
**Department:** CD&P  
**Funding Source:** General Fund Revenue

### Project Description:

The Bowling Green feasibility study will guide future improvements and redevelopment to municipal land, the existing abandoned municipal structure and abutting street network, with the goal of balancing the historic character of Shawsheen Village; its use as a community gathering place; its strategic location adjacent in the Shawsheen River; and its unique blend of both passive and active recreational spaces.

### Project Justification and Purpose:

The project would seek to: Perform a feasibility study that will seek to enhance the historic character of Shawsheen Village by developing a suite of options that will improve pedestrian and vehicular safety along Haverhill Street and Balmoral Street, create a dynamic community space in Shawsheen Village, develop options for adaptive reuse of the existing municipal structure, while expanding recreational opportunities within the Bowling Green & adjacent Shawsheen River.

This project is intended to build off the momentum of the Shawsheen Renaissance Project & the Route 133 Corridor Study, which had identified public reinvestment in the Bowling Green.



## COMMUNITY DEVELOPMENT & PLANNING

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<b>Cost Estimate &amp; Timing:</b>
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This project is targeted for FY23 and is intended to be a compliment the Route 133 Corridor study. Total Cost Feasibility Study \$20,000, Design Services and Construction Estimated at \$150,000

<b>Town Manager's Recommendation:</b>
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The Town Manager supports the requests for FY23 and FY24.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2021</b>		
<b>2022</b>		
<b>2023</b>	\$20,000	\$20,000
<b>2024</b>	\$150,000	\$150,000
<b>2025</b>		

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Bicycle & Pedestrian Master Plan*

**CDP-6**

**Department Priority Ranking:**

(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:** \$0

**Original Dept. Request:** \$40,000

**Submitted by:** Paul Materazzo

**Department:** CD&P/DPW

**Funding Source:** General Fund Revenue

### Project Description:

Purpose of the Bicycle & Pedestrian Master Plan has five major goals:

1. Update existing sidewalk master plan to pursue MassDot's Complete Streets funding.
2. To provide policies and guidelines for facilities that will make walking/biking safer, easier, and more attractive.
3. To provide design standards for physical improvements related to the pedestrian realm.
4. To outline steps to encourage walking/biking as an alternative to automobile travel, as beneficial exercise, and as a benefit to the community.
5. To provide an action plan to create an economical and efficient non-automobile transportation network within Andover and connecting to other communities and destinations.

### Project Justification and Purpose:

The project would seek to: Develop a bicycle and pedestrian master plan that will assist the Town with targeted infrastructure investment, with the goal of enhancing pedestrian mobility and vehicular safety throughout community.

This project is supported by Town's 2012 Master Plan (excerpts below), which encourages:

- LU.1.4. Encourage pedestrian access in downtown.
- LU.1.7. Help downtown Andover to become 100% accessible to persons with disabilities.
- LU.5.2. Promote a pedestrian-oriented downtown that respects Andover's small-town character and heritage.
- OS.8.6. Support on-road and off-road biking for recreation and for commuting to work and school.
- TC.2.1. Promote local transportation improvements such as bridge repairs, congestion elimination, and new sidewalks.
- TC.3.1. Provide for safe and comfortable bicycle and pedestrian circulation throughout Andover.
- TC.4.1. Promote environmentally friendly road construction techniques.

## COMMUNITY DEVELOPMENT & PLANNING

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- MF.1.6. Implement new technologies and “Green initiatives”<sup>4</sup> to conserve power and reduce Andover’s carbon footprint.

<b>Cost Estimate &amp; Timing:</b>
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Total Cost Feasibility Study \$40,000, Design Services \$TBA, Construction \$TBA

<b>Town Manager’s Recommendation:</b>
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The Town manager does not support this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$40,000	\$0

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2024

PROJECT REQUEST: *Conservation Land Management*

**CDP-7**

**Department Priority Ranking:**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:** \$12,000  
**Original Dept. Request:** \$15,000  
**Submitted by:** Conservation  
**Department:** CD&P  
**Funding Source:** General Fund Revenue

**Project Description:**

Annual budget for maintenance, surveying, land management, security gates and other improvements to foster the use of land currently owned by the Town and under the care and custody of the Conservation Commission.

**Project Justification and Purpose:**

The requested funds will allow the Town to manage and preserve the 2090 acres of open space and conservation lands.

**Cost Estimate & Timing:**

\$12,000 to 15,000 per year

**Town Manager's Recommendation:**

The Town Manager supports this request in the amount of \$12,000.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$15,000	\$12,000
2022	\$12,000	\$12,000
2023	\$12,000	\$12,000
2024	\$12,000	\$12,000
2025	\$12,000	\$12,000

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *ATV Trail Maintenance and Field Mowing Vehicle*    **CDP-10**

**Department Priority Ranking:**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:**    **\$0 (FY22 Request)**  
**Original Dept. Request:**    \$15,840 (FY22 Request)  
**Submitted by:**    CD&P  
**Department:**    CD&P  
**Funding Source:**    General Fund Revenue

**Project Description:**  
Purchase of Fourtrax Foreman Rubicon 4x4 ATV, Equipment, Trailer and Storage Shed.

**Project Justification and Purpose:**  
The town holds over 2000-acres of land including over 100-miles of conservation trails and some environmentally critical mowed meadows at the Retell Reservation, Pray Field, Serio's Grove, and the Hammond Reservation. Acquiring an ATV is a long term solution to allowing our volunteer crews to transport maintenance materials to our trail network and transport chainsaws and other heavy tools and path blockages. A primary use for the ATV will be to pull the mower for our annual field mowing done under state guidelines for habitat enhancement. The storage shed will serve as permanent protective housing for the ATV.



**Cost Estimate & Timing:**  
\$15,840 – FY22

**Estimated Annual Cost or Savings of Operation and Maintenance:** \$250

**Town Manager's Recommendation:**

The Town Manager supports this request for FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$15,840	\$15,840

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *CD&P Record Scanning Project*

**CDP-11**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$0**  
**Original Dept. Request: \$100,000**  
**Submitted by: Andrew Flanagan**  
**Department: CD&P & IT**  
**Funding Source: General Fund Revenue**

**Project Description:**

CD&P has conducted a pilot program to develop the framework to determine a target Enterprise Content Management (ECD) platform. In collaboration with the IT Department this project seeks to identify an ECD platform for records management software, which will facilitate the scanning and indexing of all documents within CD&P and allow for them to be retrievable online. This process will increase transparency as volumes of public records will become available to the public, while increasing staff efficiency when retrieving, searching, collating and refileing records. Since the enactment of the new public records law CD&P has been overwhelmed with public records requests in FY19 CD&P has had over 264 public records requests. Indexing all the records will increase the efficiency of the office staff and the enables us to provide the information to the public in a quick and timely manner.

**Project Justification and Purpose:**

The IT Department will lead this effort in identifying the technology solution that we will use for the records management. The purpose of this CIP request is to request the necessary funding for the records management software and additional scanning of records. We intend to use competitive bidding to select a vendor for the software and we will then use to implement a comprehensive multi-year scanning project. FY21-25 funding is being requested to support expansion of this project for additional departments. The pilot project will also examine whether application and permitting fees should be increased for the continuation of scanning records as new plans and projects are submitted.

**Cost Estimate & Timing:**

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

Funds were appropriated in FY19 for a digital record study which needs to be completed before funds are provided for this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$100,000	\$0
2022	\$100,000	\$0
2023	\$100,000	\$0
2024	\$100,000	\$0
2025	\$100,000	\$0

# DEPARTMENT OF COMMUNITY SERVICES



**DEPARTMENT OF COMMUNITY SERVICES**

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**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025**

PROJECT REQUEST: *Pomp’s Pond Access Road and Parking Lot Repaving* CS-1

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM’s Rec. for FY21: \$0 (FY22 Request)**  
**Original Dept. Request: \$110,000 (FY22 Request)**  
**Submitted by: Jemma Lambert**

**Department: Community Services**  
**Funding Source: General Fund Revenue**

**Project Description:**

Repaving of Pomp’s Pond access road, reclaiming and repaving Pomp’s Pond parking lot.

**Project Justification and Purpose:**

Pomp’s Pond parking lot and access road are both in need of repair and improvement. Plans are in place at present to construct a new bathhouse; work that will, when completed, require repair and repaving of the parking lot and access road.

**Cost Estimate & Timing:**

Estimated costs of these improvements: \$110,000. Estimate has been reviewed by Public Works and will be completed using the Public Works bid price.

Timeline: Immediately upon completion of the Pomp’s Pond Bathhouse. Anticipated timeline: FY 21.

**Estimated Annual Operating or Maintenance Cost or Savings:**

Repaving of the access road to the pond will ultimately reduce maintenance costs associated with runoff.

**Town Manager’s Recommendation:**

The Town Manager supports this request for FY22.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2021</b>		
<b>2022</b>	\$110,000	\$110,000

# DEPARTMENT OF COMMUNITY SERVICES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Pomp's Pond Floating Dock System Replacement* **CS-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$0**  
**Original Dept. Request: \$155,000**  
**Submitted by: Jemma Lambert**

**Department: Community Services**  
**Funding Source: General Fund Revenue**

### Project Description:

Replacement of aging floating dock system at Pomp's Pond.

New system will result in an enhanced design maximizing swimmer and guard access, safety and site control. Specifically, the new docking system offers a modified and expanded central gangway and cross deck configuration and kayak launch site constructed of polyethylene.

New docking system will be far easier to install and remove for winter storage.

### Project Justification and Purpose: The dock system at Pomp's Pond

The existing docking system is between 20-25 years old and has outlived its useful life. Each spring numerous repairs are required to re-secure popped decking strips, cleats, etc.

The existing system, comprised of metal decking, gets extremely hot to the touch requiring constant wetting to ensure for the safety of staff and the public. Time and attention given to this task takes time and attention away from guarding the swimming public. The use of this heat attracting metal belies the system's age from a technology and safety perspective.

Ensuring for the safety of the swimming public is of the utmost importance. Ensuring our docking system is easily accessible, safe and in good repair is critical.

The existing docking system is extremely heavy and burdensome to both install and remove for winter storage.

Department staff consulted with floating dock manufacturers on potential configuration improvements, preferred materials, etc.

### Cost Estimate & Timing:

A cost estimate was provided by consultants from EZ Dock out of Hudson, MA a well-respected enterprise in its field.

Estimated Materials Costs: \$138,500  
Estimated Delivery and Installation Costs: \$15,200  
Total Estimated project Costs: \$153,700

### Estimated Annual Operating or Maintenance Cost or Savings:

Reduction in facilities and staff time for equipment repair, seasonal installation and removal.

## DEPARTMENT OF COMMUNITY SERVICES

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<b>Town Manager's Recommendation:</b>
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The Town Manager does not support funding this request

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$155,000	\$0

# POLICE DEPARTMENT



# POLICE DEPARTMENT

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Police Vehicle Replacement*

**POL-1**

**Department Priority Ranking: 2**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$195,000**  
**Original Dept. Request: \$195,000**  
**Submitted by: Police Chief**  
**Department: Police Department**  
**Funding Source: General Fund Revenue**

**Project Description:**

- Replace 4 Police cruisers
- Replace 1 Unmarked Cruiser

**Project Justification and Purpose:**

- Generally marked cruisers are replaced every three years and unmarked cruisers and special utility vehicles are replaced every 5-6 years. The determination as to which vehicles are traded in each year is made on a case by case basis depending on the mileage, hours of use and the overall condition of the vehicle. Purchase of these vehicles will allow the Department to continue with the rotational replacement program and avoid major repair costs and downtime.

**Cost Estimate & Timing:**

- \$195,000 per year

**Estimated Annual Operating or Maintenance Cost or Savings:**

- Varies by vehicle

**Town Manager's Recommendation:**

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$195,000	\$195,000
2022	\$205,000	\$205,000
2023	\$205,000	\$205,000
2024	\$225,000	\$225,000
2025	\$225,000	\$225,000

# POLICE DEPARTMENT

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Public Safety CAD/RMS System*

**POL-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$332,000**  
**Original Dept. Request: \$332,000**  
**Submitted by: Chief Keefe**  
**Department: Police/Fire**  
**Funding Source: General Fund Borrowing**

**Project Description:**

Upgrade software to maintain the daily operation of the Public Safety Center. This consists of Computer Aided Dispatch (CAD), Police and Fire Records Management System (RMS), and Police and Fire Mobile Systems.

**Project Justification and Purpose:**

Over the last two decades, the Public Safety Center has been operating a suite of products that track the following types of activities:

Incoming Emergency Calls, Inspections, Calls for Service, Permitting, Incident Reporting, Alarm Tracking and Billing, Arrests, Booking, Court Tracking, Fleet Maintenance, Property/Evidence Tracking, Investigative Management, Personnel Tracking and Training, Advanced Reporting and Statistics, Federal NFIRS and NIBRS reporting, Citations, Structures, water sources, Mobile Data, Data Interfaces with various functions, Response Run lists, Event Logs Street Details and Maintenance and Scheduling.

The products we are currently using are coming to end of life and we need to replace these primary functions with a new product line. The hardware and operating infrastructure in Public Safety is sound, there is only a need to replace the software component.

**Cost Estimate & Timing:**

RMS, CAD, Mobile Software	\$320,000
Includes data conversion training	
Additional Mobile Licenses	\$12,000

**Estimated Annual Operating or Maintenance Cost or Savings:**

Approximate annual cost for software maintenance is \$22,000. This includes software support for all the products as well as application interfaces with some of the other software we use. The initial price includes data conversion, training and first year maintenance.

**Town Manager's Recommendation:**

The Town Manager supports funding for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$332,000	\$332,000

# POLICE DEPARTMENT

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Mobile Camera Trailer System*

**POL-3**

**Department Priority Ranking: 3**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$0**  
**Original Dept. Request: \$50,000**  
**Submitted by: Police Chief**  
**Department: Police Department**  
**Funding Source: General Fund Revenue**

### Project Description:

- The Police Department is looking to purchase a Mobile Surveillance Camera System. This system is a hybrid powered trailer system with at least a 25' telescoping mast. It uses some solar power as a power source as well as battery. It will be able to Pan/Tilt/Zoom and have starlight technology. It will have recording capability and be able to be monitored remotely.

### Project Justification and Purpose:

- This will allow the police department to monitor and provide security surveillance for major events within the community (i.e. Feaster Five, Fireworks, Andover Day) It will also allow for security surveillance for special circumstances such as criminal activity trends.

### Cost Estimate & Timing:

- The components of this estimate are the 1. Long Deployment Surveillance Trailer Base 2. Two Outdoor Pan/Tilt/Zoom Video Camera 3. Network Video Recorder 4. Communications Router.
- The cost is for the entire system.
- This is a one-time purchase which will not incur additional requests.

### Estimated Annual Operating or Maintenance Cost or Savings:

- This purchase is the replacement for a Mobile Camera Surveillance Trailer which is over 10 years old and has come to the end of life because of wear and tear and technology changes.

### Town Manager's Recommendation:

The Town Manager supports funding this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$50,000	\$50,000

# FIRE RESCUE



# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Fire Rescue Vehicles*

**FR-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$725,000**  
**Original Dept. Request: \$795,000**  
**Submitted by: Chief Michael Mansfield**  
**Department: Fire Rescue**  
**Funding Source: General Fund Revenue/  
Borrowing**

### Project Description:

Replace the following vehicles:

#### **FY21**

2001 Kovatch Motor Equipment Excel - Engine 4  
2011 Chevrolet Tahoe - Car 4

#### **FY22**

2011 International 4300 Ambulance – Ambulance 2

#### **FY23**

2013 Chevrolet Tahoe – Car 3  
2004 Ford Pick-up – Forestry 2

#### **FY24**

2014 Chevrolet Tahoe – Car 2  
2014 International 4300 Ambulance 3

#### **FY25**

1994 Ford F450 – Utility bucket truck

### Project Justification and Purpose:

#### **FY21**

##### **2001 KME Excel – Engine 4**

Engine 4 is scheduled to be replaced in FY 21. This vehicle will be 20 years old and has been utilized as the reserve engine for the last several years. Once replaced the newly acquired apparatus will be assigned to Engine 1 at Headquarters or Engine 3 at the West Fire Station and the replaced apparatus will serve as the reserve (back-up) apparatus for the next several years.

**2011 Chevrolet Tahoe – Car 4** This vehicle is the only reserve staff vehicle assigned to Andover Fire Rescue. This vehicle is utilized as a “back-up” for the three first line staff vehicle and is placed in service when they are in need of repair and /or preventative maintenance. When out of reserve status this vehicle responds to emergency incidents. It is utilized for personnel that are attending the Massachusetts Firefighting Academy and by the Deputy Chiefs when they are called in due to an emergency situation.

#### **FY22**

##### **2011 International 4300 – Ambulance 2**

This ambulance is a front line ambulance that is utilized more than any other vehicle with the exception of

## **FIRE RESCUE**

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Ambulance 1. This ambulance is due to be replaced this year and is the oldest vehicle in the fleet. It will be traded in to offset some of the purchase costs of the replacement vehicle. Because these ambulances are operating much of the time, they are utilized as front line vehicles and then when replaced put into a back-up (reserve) vehicle status for additional years of service.

The entire community of Andover will benefit from this project by having reliable and efficient apparatus to meet the needs of those who require EMS services. The consequences of deferring this project will result in increased unreliability, decreased organization efficiency and an increase in maintenance costs.

### **FY23**

#### **Chevrolet Tahoe – Car 3**

This vehicle is assigned on a daily basis to the Fire Chief so that he can perform the required duties of the position.

Car 3 was originally Car 1 for a short period of time and was then designated as Car 3 as the result of the vehicle needing replacement due to repair costs and transmission issues. This vehicle is assigned on a daily basis to the Fire Prevention Officer so that he can perform the required inspections and operational duties on a daily basis. This vehicle is utilized as a secondary staff vehicle during the Fire Prevention Officers' off duty hours when needed.

#### **2004 Ford Pick-Up – Forestry 2**

Forestry 2 is housed at the West Fire Station and serves as one of two forestry firefighting vehicles within the fleet. This apparatus responds to brush or wildland fires within the community and also serves as a utility truck when performing at rescue responses that require lengthy extrications of injured people in wooded areas and those areas that pose access challenges. This response unit has already had significant body and mechanical work performed on it to maintain its serviceability and reliability.

### **FY 24**

#### **2014 International SER - Ambulance 3**

This vehicle was utilized as a front line response vehicle for five years and serves as a back line reserve vehicle and is placed back into front line status when required due to preventative maintenance or mechanical malfunctions of the current front line response ambulances

The current vehicle will be traded in to offset some of the purchase costs of the replacement vehicle. Because these ambulances are operating much of the time, they are utilized as front line vehicles and then when replaced put into a back-up vehicle status for additional years of service.

The entire community of Andover will benefit from this project by having reliable and efficient apparatus to meet the needs of those who require EMS services. The consequences of deferring this project will result in increased unreliability, decreased organizational efficiency and an increase in maintenance costs.

#### **2014 Chevrolet Tahoe – Car 2**

This vehicle is assigned on a daily basis to the on duty shift commander/Deputy Chief in charge of the shift so that he can perform the required inspections on a daily basis. This vehicle is utilized by the on-duty Deputy Chief's each and every day for emergency response and to perform their daily duties as assigned. This vehicle is equipped with specialized radio communications equipment and computer technology that assists them while they are the Incident Commander (OIC) at emergency scenes.

### **FY 25**

#### **1994 Ford F450 – Fire Alarm Bucket/Boom Truck**

This vehicle is equipped with a boom to allow personnel the ability to maintain current fire alarm and public safety communications fiber optics and serves as a back-up to the Facilities truck when undergoing repairs or preventative maintenance. The current vehicle does not meet current standards and will require substantial body work if it remains in service.

## FIRE RESCUE

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<b>Cost Estimate &amp; Timing:</b>
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**FY21**

- **2001 KME Excel – Engine 4**  
\$725,000 based on specifications developed by the Fire Department Apparatus Committee and the annual manufactures cost increases based on EPA emissions updates, and the increase in steel and technology costs.
- **2011 Chevrolet Tahoe – Car 4**  
\$70,000 based upon current bid specifications and consistency of fleet for warranty, ease of locating replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting.

**FY22**

- **2011 International 4300 – Ambulance 2**  
\$360,000 based upon current bid specifications as arranged by EMS Apparatus Committee and current NFPA standards.

**FY 23**

- **2013 Chevrolet Tahoe – Car 3**  
\$70,000 based upon current bid specifications and consistency of fleet for warranty, ease of locating replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting

**FY 24**

- **2014 International 4300 – Ambulance 3**  
\$370,000 based upon current bid specifications as arranged by EMS Apparatus Committee and current NFPA standards.
- **2013 Chevrolet Tahoe – Car 2**  
\$70,000 based upon current bid specifications and consistency of fleet for warranty, ease of locating replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting.

**FY 25**

- **1994 Ford F450 – Fire Alarm Bucket/Boom Truck**  
\$200,000 based upon current bid specifications and town wide fleet consistency for warranty, and ease of locating replacement parts and repairs. This vehicle is equipped with a boom to allow personnel the ability to maintain current fire alarm and public safety communications fiber optics and serves as a back-up to the Facilities truck when undergoing repairs or preventative maintenance.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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All of the vehicle replacements are recommended based upon the Andover Fire Rescue vehicle replacement schedule developed in 2007 and revised in 2018. The replacement schedule was formulated so that Andover Fire Rescue could forecast their vehicle replacements based on industry standards and the overall use of the specific vehicles within the fleet. These replacements are usually necessary based upon their lack of reliability, firefighter safety, cost of maintenance, and technology upgrades. However, each apparatus replacement is reviewed on a case by case basis.

Engines are scheduled to be replaced every twenty (20) years.  
Ladders are scheduled to be replaced every twenty (20) years.  
Ambulances are scheduled to be replaced every ten (10) years.  
Staff vehicles are scheduled to be replaced every ten (10) years

## FIRE RESCUE

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<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding \$725,000 from borrowing for FY21 and move \$70,000 to FY22.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2021</b>	\$795,000	\$725,000
<b>2022</b>	\$360,000	\$430,000
<b>2023</b>	\$70,000	\$70,000
<b>2024</b>	\$440,000	\$440,000
<b>2025</b>	\$200,000	\$200,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *SCBA Air Compressor System*

**FR-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$96,000**  
**Original Dept. Request: \$96,000**  
**Submitted by: Chief Michael Mansfield**  
**Department: Fire Rescue**  
**Funding Source: General Fund Revenue**

### Project Description:

Andover Fire Rescue is requesting \$96,000 to replace the Breathing Air Compressor System.

### Project Justification and Purpose:

The requested funding is necessary for this project due to the age and reliability of the existing equipment. This equipment generates breathing air that is required to be used in our self-contained breathing apparatus. The air must meet all stringent NFPA Standard and federal Occupational Safety and Health regulations related to the purity of the air being generated. The existing unit is 26+ years old and can no longer produce enough volume of air to appropriately fill the air cylinders used by Andover Fire Rescue. We have had the existing unit serviced annually and after the unit's most recent preventative maintenance service, notification was made to the Andover Fire Rescue administration that due to its age and lack of current technology the unit needs to be replaced.

This "purified air" is necessary for use by all of the Andover Fire Rescue personnel when responding to any type of incident that has an oxygen deficient atmosphere or any atmosphere that has been compromised by the presence of any toxic substance that would create harm to those operating in that type of an environment.

Those environments do exist in such emergencies such as fires, Hazardous Materials incidents, confined space and trench rescue incidents and any other environment that is deemed to be OSHA definition to be immediately dangerous to the life and health of those operating within it.

### Cost Estimate & Timing:

The cost estimate of \$96,000 will provide AFR with the funding to purchase an air compressor system that will meet the needs of the organization and produce an air volume that will fill the SCBA cylinders currently utilized during emergency operations.

This system will also require a 3 Phase 208 volt electrical supply source and an outside make-up air source mounted on the fire station roof area to draw from.

If approved, the entire project will be completed within the first quarter of the FY 2021 budget.

### Estimated Annual Operating or Maintenance Cost or Savings:

Maintenance costs are estimated to be approximately \$700 for preventative maintenance and air quality testing that is required to be completed annually by OSHA regulation.

### Town Manager's Recommendation:

The Town Manager supports funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$96,000	\$96,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Specialized Industrial Washer and Dryer*

**FR-3**

**Department Priority Ranking: 2**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$0 (FY22 Request)**  
**Original Dept. Request: \$25,000 (FY22 Request)**  
**Submitted by: Chief M. Mansfield**  
**Department: Fire Rescue**  
**Funding Source: General Fund Revenue**

### Project Description:

This project, if funded would allow for the replacement of the existing washer and dryer units currently utilized for the laundering of all Andover Fire Rescue personal protective clothing to include bunker pants and coats, hoods gloves and any other essential clothing at the Headquarters Fire Station.

### Project Justification and Purpose:

This protective clothing worn by all Andover Fire Rescue personnel is exposed to many different products of combustion, bodily fluids, and carcinogens that require very specialized laundering equipment to render safe prior to wearing. Through many different studies it has been found that the smoke, soot and ash that firefighters come in contact through the performance of their duties is the leading cause of cancer and job related deaths within the fire service.

The Laundering equipment currently being utilized is 17 years old and has required an inordinate amount of servicing and down time leading to fire rescue personnel having to wait several shifts before they can launder their soiled personal protective clothing or be forced to wear contaminated gear. Contaminated gear has linked to several different forms of firefighter occupational cancer. New equipment would allow for more efficiencies and much less down time and allow the personnel to be in compliance with organizational, OSHA and NFPA protocols established.

### Cost Estimate & Timing:

The cost of the new equipment is estimated at \$25,000 and would be ordered and installed in the first quarter of FY 2021

### Estimated Annual Operating or Maintenance Cost or Savings:

Operating costs for the units is estimated to be approximately \$200 annually. This cost is directly associated with the purchase of the laundering cleaners and disinfectants required to properly cleanse the specialized garments.

### Town Manager's Recommendation:

The Town Manager supports the request for FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$25,000	\$25,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Public Safety Radio Bi-Directional Amplifier System* **FR-4**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$300,000**  
**Original Dept. Request: \$300,000**  
**Submitted by:** Fire Chief M. Mansfield  
Police Chief P. Keefe  
**Department:** Andover Public Safety  
**Funding Source:** General Fund Borrowing

### Project Description:

Andover Fire Rescue and the Andover Police Department are seeking \$300,000 in funding for the design, engineering, and installation of an Andover Public Safety Bi-Directional Amplifier System in the West Middle School, Sanborn Elementary School and the South Elementary School in an effort to increase school safety by providing increased public safety radio communications capabilities within the educational buildings.

### Project Justification and Purpose:

Bi-Directional Amplifier Systems are two way radio communications boosters that amplify or repeat critical first responder radio transmissions within a facility. This equipment also allows a facility to become compliant with the Emergency Responder Radio Coverage Code (ERRC) which applies to radio transmission enhancement systems that are mandated under the National Fire Protection Association (NFPA 72 Chapter 24).

When installed, this equipment will boost the signal strength of all Public Safety emergency communications throughout both schools. Currently, there are very large gaps in signal coverage that are created by not only the buildings envelope as it was constructed but also due to the topography that exists in areas surrounding the school. In any emergency situation, these gaps will not allow for seamless, efficient and safe fire, police or EMS communications.

If funded, this system will be the third and fourth installed within the Andover Public School system. In FY 2017 a BDA system was designed and installed within Andover High School. During FY 2018 a like system was installed at the Bancroft Elementary School and in FY 2020, another system will be installed at the High Plain and Wood Hill School Complex.

### Cost Estimate & Timing:

It is estimated that it will cost approximately \$300,000 to fund the cost of the design, installation and testing of a Bi-Directional Amplifier system in the two schools.

### Estimated Annual Operating or Maintenance Cost or Savings:

The estimated operating and maintenance costs will be approximately \$500 annually.

### Town Manager's Recommendation:

The Town Manager supports the request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$300,000	\$300,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Radio Box Repeater System*

**FR-5**

**Department Priority Ranking: 2**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$0 (FY22 Request)**  
**Original Dept. Request: \$30,000 (FY22 Request)**  
**Submitted by: Chief M. Mansfield**  
**Department: Fire Rescue**  
**Funding Source: General Fund Revenue**

### Project Description:

This project would allow for the installation of a radio box repeater system to be installed at the West Fire Station. The current radio box system is beginning to experience weak signals transmitted to the Public Safety Dispatch Center. The interruptions in the system are due to the increase in development in the West Andover area of town and as a result, the increased number of radio boxes that are required to be added to the system. The transmissions are sent to the Center through the use of radio frequencies to transmit alarms of fire or any other type of emergency that may exist in any commercial, industrial or municipal building throughout West Andover. Weak signal reception could lead to the systems inability to reliably transmit emergency alarms to the Center.

### Project Justification and Purpose:

Installation of the Radio Box Repeater would boost the radio box signal to the Andover Public Safety Dispatch Center so that the system would regain its reliability and guaranty that all transmitted radio boxes would be received at the Communications Center. This will increase the safety of the public working or residing in the buildings currently monitored by these systems.

### Cost Estimate & Timing:

The cost of the new equipment is estimated at \$30,000 and would be ordered and installed in the first quarter of FY 2021.

### Estimated Annual Operating or Maintenance Cost or Savings:

Operating costs for the units is estimated to be approximately \$100.00 annually. This cost is directly associated with the purchase of the laundering cleaners and disinfectants required to properly cleanse the specialized garments.

### Town Manager's Recommendation:

The Town Manager supports the request for FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$30,000	\$30,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Bi-Directional Amplifier System*

**FR-6**

**Department Priority Ranking: 3**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$0 (FY22 Request)**  
**Original Dept. Request: \$225,000 (FY22 Request)**  
**Submitted by: Fire Chief M. Mansfield**  
**Police Chief P. Keefe**  
**Department: Andover Public Safety**  
**Funding Source: General Fund Borrowing**

### Project Description:

Andover Fire Rescue and the Andover Police Department are seeking \$225,000 in funding for the design, engineering, and installation of an Andover Public Safety Bi-Directional Amplifier System in the Doherty Middle School and the Shawsheen Elementary School in an effort to increase school safety by increased radio communications capabilities within the educational buildings.

### Project Justification and Purpose:

Bi-Directional Amplifier Systems are two way radio communications boosters that amplify or repeat critical first responder radio transmissions within a facility. This equipment also allows a facility to become compliant with the Emergency Responder Radio Coverage Code (ERRC) which applies to radio transmission enhancement systems that are mandated under the National Fire Protection Association (NFPA 72 Chapter 24).

When installed, this equipment will boost the signal strength of all Public Safety emergency communications throughout both schools. Currently, there are very large gaps in signal coverage that are created by not only the buildings envelope as it was constructed but also due to the topography that exists in areas surrounding the school. In any emergency situation, these gaps will not allow for seamless, efficient and safe fire, police or EMS communications.

If funded, this system will be the third and fourth installed within the Andover Public School system. In FY 2017 a BDA system was designed and installed within Andover High School. In FY 2018 a like system was installed at the Bancroft Elementary School and in FY 2019, another system was installed at the High Plain and Wood Hill School Complex.

### Cost Estimate & Timing:

It is estimated that it will cost approximately \$225,000 to fund the cost of the design, installation and testing of a Bi-Directional Amplifier system in the two schools.

### Estimated Annual Operating or Maintenance Cost or Savings:

The estimated operating and maintenance costs will be approximately \$500 annually.

### Town Manager's Recommendation:

The Town Manager supports the request for FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$225,000	\$225,000

# PUBLIC WORKS



# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Major Annual Road Maintenance*

**DPW-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21:** \$1,364,279  
**Original Dept. Request:** \$1,364,279  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** State Chapter 90 Funds

**Project Description:**

To provide major maintenance and repairs to town roads and bridges as allowed under the Chapter 90 State Aid Highway Guidelines adopted by the MA Public Works Commission including but not limited to reconstruction, resurfacing, engineering, sidewalks, traffic control or any other allowable transportation related expenses.

Actual roads that will receive treatment are determined subsequent to an annual review and evaluation by Department of Public Works personnel, approval by Massachusetts State Aid Office and coordination with water and sewer construction schedules to avoid street cuts into newly paved streets.

**Project Justification and Purpose:**

New roads have an expected life of 20 to 25 years before major maintenance is required. Costs are less the earlier this maintenance can be accomplished plus the public gains through higher property values and less wear and tear on vehicles and fewer damage claims.

**Cost Estimate & Timing:**

\$1,364,729 estimated per year at current state allocation.

**Estimated Annual Operating or Maintenance Cost or Savings:**

N/A

**Town Manager's Recommendation:**

The Town Manager supports the request to use Chapter 90 funds.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$1,364,279	\$1,364,279
2022	\$1,364,279	\$1,364,279
2023	\$1,364,279	\$1,364,279
2024	\$1,364,279	\$1,364,279
2025	\$1,364,279	\$1,364,279

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: **Minor Sidewalk Repairs**

**DPW-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$250,000**  
**Original Dept. Request: \$250,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: General Fund Revenue**

**Project Description:**

This modest amount of funding will be used to make minor safety related repairs to existing Town sidewalks, using a combination of Town forces and contractors.

**Project Justification and Purpose:**

Minor sidewalk repairs are needed in various locations to address deteriorating surfaces for pedestrian safety and accessibility purposes. These streets may include sections of, but not limited to: Abbot Street, Beacon Street, Central Street, Holt Road, Lowell Street, Pine Street, Washington Avenue and Woburn Street.

**Cost Estimate & Timing:**

\$250,000 of General Fund Revenue funding for FY21 through FY25.

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager supports the FY21 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$250,000	\$250,000
2022	\$250,000	\$250,000
2023	\$250,000	\$250,000
2024	\$250,000	\$250,000
2025	\$250,000	\$250,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: **Road Maintenance**

**DPW-3**

**Department Priority Ranking: 2**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$0**  
**Original Dept. Request: \$1,250,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: General Fund Borrowing**

**Project Description:**

Maintenance of public roads, pave (overlay) 1 1/2" of bituminous concrete of 5 miles of road per year.

**Project Justification and Purpose:**

The Town of Andover has approximately 200 miles of road to maintain. The average life span for a properly built road is 20 years. In order to properly maintain our roadways, 10 miles of roads will need minor to major work every year to continue with a quality road. Approximately 5 miles of roadways are repaved/reconstructed per year with a combination of the following sources: private contractors, the State with Chapter 90 funding, and the Town of Andover in conjunction with water and sewer improvements. For the past 5 years, an average of 5 miles of road are deferred per year due to the lack of adequate funding. We are now potentially in a deficit of 25 miles, or more, of paving being deferred.

In order to provide some reconstruction and maintenance to our roadway system, an additional \$1,250,000 is being requested with the anticipation of a Roadway Maintenance Program being instituted going forward.

**Cost Estimate & Timing:**

\$1,250,000 is the requested funding for FY2021 for Road Maintenance.

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager does not support funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$1,250,000	\$0
2022	\$1,250,000	\$0
2023	\$1,250,000	\$0
2024	\$1,250,000	\$0
2025	\$1,250,000	\$0

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Two Way Radio System – Phase 2*

**DPW-5**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21:** \$ 75,000  
**Original Dept. Request:** \$100,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue

### Project Description:

Design & install a new, state-of-the-art digital two way radio communications system- Phase 2.

### Project Justification and Purpose:

This is a continuation of our efforts to upgrade our existing analog DPW two way radio system. Phase 1 replaced outdated desk control stations and antenna systems, installed repeaters, and also provided some temporary improvements to our mobile radios. Phase 2 will upgrade our radio system to digital, allow us to move a repeater to the new Municipal Services complex at Campanelli Drive, and enable our radios to roam between repeaters, increasing radio coverage. It also replaces existing aging radio equipment providing more reliable communication increasing personnel safety.

This project will analyze our needs and replace the current system with a new, state-of-the-art, digital two way radio system that will provide reliable, safe, and effective communications for Public Works Divisional staffs during normal operations, snow events, and emergencies. It will also provide a system that meets current FCC legal requirements and is compatible with the new Police & Fire Department's two way radio system for communication during emergencies.

### Cost Estimate & Timing:

\$100,000

### Town Manager's Recommendation:

The Town Manager supports funding \$75,000 for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$100,000	\$75,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Storm Water Management*

DPW-6

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:** \$0 (FY22 Request)  
**Original Dept. Request:** \$100,000 (FY22 Request)  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue

### Project Description:

Under the EPA National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Permit Program that was signed into law in October 1999, the Town of Andover was required to obtain a permit for our municipal storm water discharges. This required the implementation of a Storm Water Management Program (SWMP), which included a number of tasks to be accomplished to improve water quality by reducing the discharge of pollutants from storm water runoff into the local rivers, ponds, streams and other receiving water bodies. The SWMP outlined the town's plan for public education and involvement, mapping the storm drainage system, inspecting outfalls, sampling discharges, detection and elimination of illicit discharges, pollution prevention plans, management of storm water during and after land disturbance activities, and implementation of best management practices. Funds are necessary to update the SWMP to meet the new regulations for the 2<sup>nd</sup> permit term and to continue implementation of the necessary tasks.

### Project Justification and Purpose:

In July 2003, Andover was issued a general permit for the first 5-year term for implementation of the SWMP. EPA initially issued draft regulations for the second 5-year permit in November 2010. After several delays the second 5-year permit became effective July 1, 2018.

To comply with the Federal mandate, the Town is required to further expand the activities of the existing permit under the new permit. This will enable Andover to meet the EPA requirements with the implementation of sound responsible storm water operation and maintenance practices, and help to protect the quality of our receiving waters.

The 2001, 2002 and 2003 Annual Town Meetings approved \$75,000 each year and ATM 2008 appropriated \$50,000 for continuing the program. An additional funding amount of \$100,000 was approved at ATM 2017 to begin the implementation of the Program requirements under the new 5-year permit term. These funds will be used to begin the work starting on the new permit. At this time, \$100,000 is projected for future years FY 2021 – 2025, however the figure may change as the updated SWMP is developed.

The cost of any major improvements, which may result from the drainage outfall inspection and system assessment and/or storm water regulations, is yet to be determined. Funds for these improvements will be needed in future years after the locations of illicit discharges have been identified and costs have been determined

### Cost Estimate & Timing:

Funds have been approved in 2001, 2002 and 2003 that have allowed the initial engineering study of the Town's facilities, operational procedures and regulations relative to the EPA requirements and for the preparation of the Storm Water Management Plan. These funds have also enabled for the implementation of the recommendations and improvements in SWMP such as installing gas/oil separators at four town buildings, necessary engineering services for outfall inspections and storm drain mapping, preparation of a

## PUBLIC WORKS

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storm water bylaw, and eliminating four illicit discharges that were found, and preparation of the annual report to EPA. Funds will be necessary to continue and expand the permit requirements including engineering services, system mapping, dry and wet weather sampling, annual reports, detection and elimination of illicit discharges, implementation of good housekeeping maintenance activities at town facilities and other necessary services, equipment and improvements. Recent drain outfall inspections have detected several locations of possible illicit connections, which are under investigation and will need to be corrected and eliminated. Funds for the construction and implementation of the storm water management program will be necessary to address other problems that are identified as the evaluation and assessment of the town's drainage system progresses. Major improvements may be needed at some point in the future. The cost of such major improvements has yet to be determined.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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There will be additional operational costs associated with the implementation of the program. These costs will not be known until the evaluation and assessment of the town's drainage system is completed.

<b>Town Manager's Recommendation:</b>
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The Town Manager does not support funding this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$100,000	\$0
<b>2022</b>	\$100,000	\$100,000
<b>2023</b>	\$100,000	\$100,000
<b>2024</b>	\$100,000	\$100,000
<b>2025</b>	\$100,000	\$100,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: ***DPW Vehicles***

**DPW-7**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21:** a. \$120,000 b. \$580,000  
**Dept. Request:** a. \$120,000 b. \$580,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** a. General Fund Revenue  
b. General Fund Borrowing

Dept.	Vehicle #	Year	Make/Model	FY21	FY22	FY23	FY24	FY25
Cemetery	65	2006	Chevy Silverado 1 Ton Dump					
Cemetery	66	2003	Ford F350 Dump 1 Ton 4X4 (Dump body only)					
Cemetery	68	2018	John Deere Backhoe Loader 310L					
Cemetery	Trailer-1	1996	Vermeer Brush Chipper (SPARE)		60,000			
Park	60	2009	Ford F350 Dump 4x2					
Park	61	2006	Ford F350 1 Ton Dump 4x4					
Park	62	2006	Ford F350 1 Ton Rack Body w/tailgate 4x2					
Park	63	2001	Ford F350 1 Ton Dump					
Park	64	2016	Ford F250, supercab					45,000
Park	65	2015	Jacobsen JMC, HR9016T mower			75,000		
Park	66	2012	Toro Ground Master 4700-D Mower 4x4		65,000			
Park	Tractor-1	2018	Kubota Tractor M7060HDC12				65,000	
Forestry	20	2010	Ford F150 4x4					
Forestry	51	2012	Ford F550 2T FSH DRW w chip body		65,000			
Forestry	52	2016	Mack, GU432					200,000
Forestry	53	2017	Freightliner					

## PUBLIC WORKS

Forestry	54	1999	GMC C Series Bucket Truck - Diesel	200,000				
Forestry	55	2006	Kubota Tractor	30,000				
Forestry	56	2004	Vermeer Stump Grinder					
Forestry	57	2017	Brush Bandit Chipper Model 1390XP - 15" Drum Style					
Vehicle Maintenance	8	1996	Ford Ranger pickup					
Vehicle Maintenance	18	2002	Ford Ranger pickup			40,000		
Vehicle Maintenance	86	2000	Chevrolet 1 ton pickup					
Vehicle Maintenance	87	2000	GMC K1500, 1/2 ton, 4x4		50,000			
Vehicle Maintenance	Trailer 2- GEN	2001	Utility Trailer for Powergard 60KW Kohler Emergency Generator				12,000	
			<b>Cemetery, Parks, Forestry Total Request</b>	<b>230,000</b>	<b>240,000</b>	<b>115,000</b>	<b>77,000</b>	<b>245,000</b>
<b>Dept.</b>	<b>Vehicle #</b>	<b>Year</b>	<b>Make/Model</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	
Highway	1	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)			210,000		
Highway	3	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)			210,000		
Highway	4	2009	Mack Dump Truck w/2 CaCl Tanks (6wh)	190,000				
Highway	5	2006	Mack Dump Truck w/2 CaCl Tanks (6wh)					
Highway	6	2009	Mack RD Dump Truck w/2 CaCl Tanks (6wh)	190,000				
Highway	7	2019	Freightliner M2 106 26,000 GVW					
Highway	8	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)		200,000			
Highway	9	2005	Mack RD690 Dump Truck					

## PUBLIC WORKS

			w/2 CaCl Tanks w/Snow Setup (10wh)					
Highway	10	2015	Mack RD 690P Dump Truck w/2 CACI Tanks (6wh)				210,000	
Highway	11	2013	Mack RD Dump Truck w/2 CACI Tanks (6wh)			200,000		
Highway	12	2013	Caterpillar Wheel Loader Model 938G					
Highway	13	2008	John Deere 624J Four Wheel Loader					
Highway	14	2017	Ford F450, 4x4 w/Plow					
Highway	15	2018	Ford F450 1 Ton 4x4 1 ton, Diesel, w/ plow					
Highway	16	2011	Ford F450 1 Ton Supercab F47 Chassis Rack w/Plow - (new body & tailgate in FY16)	55,000				
Highway	17	2015	Ford Drwsup F450 1 Ton Dump Truck					
Highway	18	2010	Ford F150 1/2 Ton X18 139 Supercab 4x4 Pickup	35,000				
Highway	19	2016	Ford Escape, 4x4					
Highway	20	2017	Ford F550, 4x4 w/ plow					
Highway	21	2002	Mack RD690P Dump Truck w/2 CACI Tanks (6wh)					
Highway	22	2017	Mack 10- Wheeler w/2 CACI Tanks (10wh)					
Highway	23	2017	Mack 10- Wheeler w/2 CACI Tanks (10wh)					
Highway	24	2013	Ford F350, 1 Ton Regular cab 4X4 Pickup				40,000	
Highway	25	2018	Ford F450 1 Ton 4x4 1 ton,					

## PUBLIC WORKS

			Gasoline, w/ plow					
Highway	26	2015	Bobcat Skidsteer 773T Loader					45,000
Highway	27	2016	Bobcat Skidsteer S570 Loader					45,000
Highway	28	2015	Holder Tractor C992 w/attachments					175,000
Highway	29	2016	Holder Tractor C992 w/attachments					175,000
Engineering	39	2013	Ford F350			50,000		
Highway	54	2018	Kubota KX0804S, Excavator					
Highway	51	2013	Wacker Neuson WL-30 Articulated Wheel Loader					125,000
Highway	52	2015	Falcon Asphalt Recycler & Hot Box, Trailer Mounted			48,000		
Highway	A	2013	<i>Compaq Riding Roller</i>			20,000		
Highway	53	2018	Prinith SW 4S Municipal Vehicle					
Highway	T-4	2019	CAM Utility trailer, GVWR 30,650					
Highway	B-Sweep	2013	3 Wheel Elgin Pelican Sweeper					
Highway	C-Sweep	2015	3 Wheel Elgin Pelican Sweeper			200,000		
Highway	D	2013	<i>2013 Sullair 185CFM Air Compressor, 100psi</i>					
Highway	E	1987	SRECO Utility Trailer Water					
Highway	SALPAV	2014	Salsco TP44 Sidewalk Track Paver			55,000		
Highway	Trailer 2	2004	Big Tex 12-Ton Tandem Axle Trailer					
Highway	Trailer 3	2002	Town Master T- 12DD Utility Trailer for Bobcats					

## PUBLIC WORKS

Municipal Services	WZT	2014	Work Zone Trailer, Car Mate					
			<b>Highway Total Request</b>	<b>470,000</b>	<b>523,000</b>	<b>670,000</b>	<b>595,000</b>	<b>220,000</b>
			<b>TOTAL DPW</b>	<b>700,000</b>	<b>763,000</b>	<b>785,000</b>	<b>672,000</b>	<b>465,000</b>

<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$700,000	\$700,000
<b>2022</b>	\$763,000	\$763,000
<b>2023</b>	\$785,000	\$785,000
<b>2024</b>	\$672,000	\$672,000
<b>2025</b>	\$465,000	\$465,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021– FY2025

PROJECT REQUEST: *Minor Storm Drainage Improvements*

**DPW-8**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$300,000**  
**Original Dept. Request: \$300,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: General Fund Borrowing**

**Project Description:**

This project is to provide funds to address maintenance and repairs of storm drains. The specific locations to be addressed will be determined by the Public Works Director and staff.

**Project Justification and Purpose:**

To prevent further roadway deterioration, property damage, alleviate flooding, and reduce the discharge of pollutants from storm water runoff. Town Meeting has been appropriating \$300,000 every other year for storm drain improvements. This request continues to provide the funds for making improvements and repairs as they become necessary.

**Cost Estimate & Timing:**

Projects will be done as necessary by private contractors at Town bid prices. The 2015 Annual Town Meeting approved \$300,000 which funded our latest request. These funds will be expended by the end of FY 2020.

This request continues the funding, every other year, of \$300,000 for Minor Improvements.

The estimated total cost for all years shown is - \$900,000.

**Estimated Annual Operating or Maintenance Cost or Savings:**

There will be some additional operational costs associated with catch basin cleaning and repair.

**Town Manager's Recommendation:**

The Town Manager supports funding for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$300,000	\$300,000
2022		
2023	\$300,000	\$300,000
2024		
2025	\$300,000	\$300,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Town Bridge Evaluation & Maintenance*

**DPW-9**

**Department Priority Ranking: 3**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:** \$0 (FY24 Request)  
**Original Dept. Request:** \$500,000 (FY24 Request)  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing

**Project Description:**

To provide for minor repairs, rehabilitation, and reconstruction of Town-owned bridges according to Massachusetts Department of Transportation specifications. The MassDOT routinely inspects the Town owned bridges and issues reports citing any deficiencies in the bridge structures. There is an ongoing need to rehab bridge abutments, place scour protection and make other repairs as necessary for the following town owned bridges on the Shawsheen River: Essex Street Bridge; Andover Street Bridge; Stevens Street Bridge; Balmoral Street Bridge; and Central Street Bridge. An engineering evaluation is necessary to identify, recommend and design mitigation methods and rehab alternatives.

**Project Justification and Purpose:**

Improvements were made in 2009 and 2010 to the Balmoral Street and Stevens Street Bridges to address deficiencies that were previously detected. Future requests will continue to help fund necessary assessments and repairs to the Town owned bridges. Inspections have been performed on the Andover St, Stevens St, and Balmoral St bridges. These recent reports from MassDOT indicate minor deficiencies on Stevens St and Balmoral St. The Andover St Bridge report indicates some minor deficiencies as well as severe deficiencies to the deck and the approach guardrail ends. Conditions will be monitored on all Town owned bridges and repairs made as needed in the future.

**Cost Estimate & Timing:**

Amount to be determined includes engineering, design and construction to repair identified deficiencies as needed. Evaluations, repairs, and rehabilitation will be determined and additional funds requested in future years as necessary to supplement available funds remaining. Funding options for major repairs will also be sought through available state bridge programs.

**Estimated Annual Operating or Maintenance Cost or Savings:**

N/A

**Town Manager's Recommendation:**

The Town Manager supports funding this request in FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021		
2022		
2023		

## PUBLIC WORKS

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<b>2024</b>	\$500,000	\$500,000
<b>2025</b>		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Reconstruction of Existing Sidewalks*

**DPW-10**

**Department Priority Ranking: 2**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21:** \$  
**Dept. Request:** \$ 928,200  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing

**Project Description:**

The Town Manager and the Board of Selectmen formalized a Sidewalk Master Plan in 2001, which establishes guidelines for the construction and reconstruction of sidewalks. The Plan also sets priorities, provides for public input on design issues, and programs construction timing based on a number of factors, including the availability of funds. The plan calls for the reconstruction of existing sidewalks with granite curbing especially in the downtown area. Town sidewalks need to conform to the Americans with Disabilities Act requirements especially regarding curb cuts, width, slope, ramps, etc. Disabled people use sidewalks in the downtown area and the old sidewalks need to be repaired as soon as possible. Sidewalks near the schools and in the Shawsheen and Ballardvale areas are also in need of repairs to provide safe pedestrian travel.

**Project Justification and Purpose:**

The Town has over fifty (50) miles of existing sidewalks. Many of the sidewalks are old, broken, cracked or uneven and in need of serious repair or lack granite curbing. Also many of the sidewalks do not conform to the ADA requirements. Approximately 23 miles are in need of reconstruction. Major funding for sidewalks has been deferred in past years as part of an overall reallocation of capital appropriations towards maintaining School and Town services. Funds for full reconstruction have not been allocated since 2006. In the Spring of 2004 Andover conducted a Citizens Survey of a representative sampling of town residents to assess the level of community satisfaction with a wide variety of Town services. Sidewalk maintenance received one of the lowest ratings of the 55 areas rated.

**Cost Estimate & Timing:**

Reconstruction costs have increased based upon current construction costs. The cost estimate to reconstruct all 23 miles of remaining sidewalks in Andover is \$20,560,050. Costs include removing existing sidewalk, installing new sidewalk, granite curb, trees and handicap ramps. Following is the itemized cost to follow the Sidewalk Master Plan:

<u>Street Name</u>	<u>Street Section</u>	<u>Estimated Replacement</u>
<u>FY2021</u>		
Canterbury Street	Lowell Street to Stafford Lane	413,700
Central Street	Essex Street to Brook Street	151,200
Poor Street	Kensington Street to Magnolia Avenue	150,150
Riverina Road	Kenilworth Street to Haverhill Street	213,150
		\$928,200
<u>FY2022</u>		
Ballardvale Road	Enfield Drive to Wyncrest Circle	76,650
School Street	Ridge Street to Central Street	139,650

## PUBLIC WORKS

Summer Street	Avon Street to Whittier Street	340,200
		\$556,500

FY2023

Essex Street	Red Spring Road to Central Street	558,600
Florence Street	Elm Street to Park Street	197,400
Kenilworth Street	North Main Street to Poor Street	118,650
Wolcott Avenue	Walnut Avenue to Elm Street	401,100
		\$1,275,750

FY2024

Brook Street	Essex Street to Central Street	229,950
Burnham Road	High Street to Dufton Road	170,100
Chestnut Street	Morton Street to Sherry Dr	189,000
Pearson Street	Essex Street to Safety Center	131,250
		\$720,300

FY2025

\$0

Total \$3,480,750

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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Project to be done by private contractors.

<b>Town Manager's Recommendation:</b>
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Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$928,200	
2022	\$556,500	
2023	\$1,275,750	
2024	\$720,300	
2025		

# PUBLIC WORKS

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## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *New Sidewalk Construction*

**DPW-11**

**Department Priority Ranking: 3**  
(1 = highest, 2 = next highest, etc.)

**TM Rec for FY21:** \$  
**Original Dept. Request:** \$1,161,300  
**Submitted by:** Chris Cronin, Director  
**Department:** Municipal Services  
**Funding Source:** General Fund Borrowing

**Project Description:**

The Town Manager and the Board of Selectmen formalized a Sidewalk Master Plan in 2001, which establishes guidelines for the construction and reconstruction of sidewalks. The Plan also sets priorities, provides for public input on design issues, and programs construction timing based on a number of factors, including the availability of funds. This request shows the five-year plan for construction of new sidewalks in accordance with the priorities established by the Sidewalk Master Plan. The Sidewalk Master Plan gives priority to constructing sidewalks on at least one side of many streets within one mile of a school or other municipal facility, which generates heavy pedestrian traffic. It is estimated that this would entail the construction of twenty-one (21) miles of new sidewalks. Final locations will be determined by the School Department, Planning Department and the Department of Public Works.

**Project Justification and Purpose:**

Major funding for sidewalks has been deferred in past fiscal years as part of an overall reallocation of capital appropriations towards maintaining School and Town services.

**Cost Estimate & Timing:**

The projected costs are estimated on a base figure of \$121/ft., which includes new bituminous concrete sidewalks, and granite curbs, and trees. Additional items such as engineering, police, retaining walls, guardrail and drainage structures, where necessary at each location, are also included in the total costs.

Long-term:

The cost estimated to construct twenty-one (21) miles of new sidewalk is approximately \$12,910,000 which includes new bituminous concrete sidewalks, granite curbs, and trees. Additional items such as; engineering costs, police details or other necessary items such as retaining walls, guardrail, and drainage structures must be added to this total, where required.

Construction completed 1 year after approval with funds from General Fund borrowing.

<u>Street Name</u>	<u>Street Section</u>	<u>Estimated Replacement</u>
<u>FY2021</u>		
High Plain Rd.	West Elementary to Greenwood Rd.	1,161,300
		\$1,161,300
<u>FY2022</u>		
Woburn St.	Abbot St. to Bayberry Ln.	220,500
High St.	Haverhill St. to house #128	901,950
		901,950

## PUBLIC WORKS

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		\$1,122,450
<u>FY2023</u>		
Dascomb Rd.	Andover St. to Clark Rd.	817,950
Woburn St.	Enfield Dr. to Rattlesnake Hill Rd.	1,106,700
		\$1,924,650
<u>FY2024</u>		
Abbot St.	Spring Grove Rd to Woburn St.	685,650
Lincoln St.	Cindy Ln. to Lowell St.	120,750
		\$806,400
<u>FY2025</u>		
Andover St.	Hall Ave. to Central St.	1,624,350
Greenwood Rd.	Lowell St. to Gleason St.	1,120,350
		\$2,744,700

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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N/A

<b>Town Manager's Recommendation:</b>
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Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$1,161,300	
<b>2022</b>	\$1,122,450	
<b>2023</b>	\$1,924,650	
<b>2024</b>	\$806,400	
<b>2025</b>	\$2,744,700	

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Water & Sewer Vehicles*

**DPW-12**

**Department Priority Ranking:**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21:** \$ 225,000  
**Dept. Request:** \$ 225,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Reserves

Dept.	Vehicle #	Year	Make/Model	FY21	FY22	FY23	FY24	FY25
Water	30	2005	Ford F150 4x4 Pickup w/Ext Cab (G F's)					
Water	31	2015	Ford F350 1 Ton F37 CABCA Pick w/Crane				55,000	
Sewer	32	2012	Ford F350 1 Ton F31 Dump PU Truck w/Plow		50,000			
Sewer	33	2012	Ford F350 1 Ton F31 Pickup w/Plow		50,000			
Water	34	2005	Mack 10-Wheel Dump Truck w / Snow Setup					
Water	35	2015	Ford F350				35,000	
Water	36	2016	Ford Transit 150					60,000
Water	40	2007	John Deere 410J Backhoe	190,000				
Water	41	2016	Ford Escape AWD					32,000
Water	42	2015	Ford F550 1 Ton 4x4 Dump & Plow				55,000	
Water	47	2005	Ford F150 4x4 Pickup w / Ext Cab					
Water	B	2013	Gorman Rup Pump (6")		20,000			
Water	C	2013	Gorman Rup Pump (6")		20,000			
Water		2007	Terex Light Tower/6FW Gen.. SNL GYF20083, Model RLA 060D1-4UH					
Water	70	2013	Infrastructure Maintenance Vehicle			250,000		
Water	Trailer-6	2007	Big Tezx Utility Trailer 30SA8 - black					15,000
Water	WS- 1	1997	Trailer Utility Sedan					
Water	WS- 2	2003	Haulmark K714BT Kodiak Enclosed Trailer					13,000
Water	WS- 3	2000	Seca Utility Trailer for Water Jet Flusher					
Water	WS- 4	2001	Am Utility Trailer for Solar Powered Changeable Message Signs					
Water	WS- 5	2001	Am Utility Trailer for Solar Powered Changeable Message Signs					
Water	WS-B	2010	D210PHJD Compressor, weight 2700#		15,000			

## PUBLIC WORKS

Water	WS-C	2000	Vactron U-Dump Flat Trailer 512F (No PM, Trailer services by Water Shop)					
WTP	2	2006	Ford Escape Hybrid AWD					
WTP	37	2009	Ford F150 1/2 Ton Pick X18	35,000				
WTP	38	2013	Ford F250 1/2 Ton Pickup F18 4X4 139 Regular Cab Styleside				45,000	
WTP	43	2016	Ford Transit 350					
WTP	44	2015	Ford F150				35,000	
WTP	45	2016	Ford F250, Supercab					45,000
WTP	46	2005	Ford F150 4x4 Pickup					
WTP	48	2006	Ford Escape AWD					
WTP	49	2006	Ford Escape AWD					
WTP	50	2006	Ford F350 1 ton pickup w/ Crane		55,000			
WTP	51	2019	Ford Explorer					
WTP	A-GEN	1977	Onan Generator (Unleaded)		15,000			
WTP	T1	2000	Trailer for Airman SDG45 Generator					10,000
			<b>Water/Water Treatment Total Request</b>	<b>225,000</b>	<b>225,000</b>	<b>250,000</b>	<b>225,000</b>	<b>175,000</b>

**Estimated Annual Operating or Maintenance Cost or Savings:**

N/A

**Town Manager's Recommendation:**

The Town Manager supports funding this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$225,000	\$225,000
2022	\$225,000	\$225,000
2023	\$250,000	\$250,000
2024	\$225,000	\$225,000
2025	\$175,000	\$175,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Filter Backwash Discharge Tank*

DPW-13

**Department Priority Ranking: 3**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21:** \$  
**Dept. Request:** Request for FY 2022  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing

**Project Description:**

Design, engineering, permitting and construction management for a new Filter Backwash Discharge Storage/Equalization Tank to hold filter backwash water until it can be bled back into the treatment train at the raw water intake.

**Project Justification and Purpose:**

EPA did not renew the General Discharge Permit for the Water Treatment Plant and is expected to deny the permit and require an alternative method for the backwash water treatment and disposal. The National Pollutant Discharge Elimination System (NPDES) Potable Water Treatment Facility General Permit (PWTF GP) expired in 2009. Andover filed a Notice of Availability (NOA) to be covered under the new PWTF GP. Andover may not be covered under the PWTF GP because aluminum levels in the discharge might exceed the National Recommended Water Quality Criteria in Haggetts Pond. The EPA is working with USGS to determine mixing zones for WTF that discharge to ponds. A storage/equalization tank can be located on-site at the WTF to hold filter backwash water until it can be bleed back into the treatment train at the raw water intake. The use of alum can be replaced with more complex forms of aluminum-based coagulants. These chemicals are more effective; however, they are typically more expensive than alum. The substitution might have adverse impacts on the water quality so the transition would need to be closely monitored. Discharging to lagoons is similar to the use of sedimentation basins. However, retention times are longer and water would generally flow directly to Haggetts Pond instead of the raw water intake of the WTF. Additionally, lagoons would have to be cleaned periodically using equipment such as a front end loader. Solids would have to be trucked off-site to a disposal facility. Space is also limited at the site, potentially making lagoons impossible to build. Other treatment options not listed here would likely be too expensive to be feasible.

**Cost Estimate & Timing:**

\$300,000 for engineering and approvals was approved at ATM 2012.

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

Fiscal Year	Dept. Request	Town Manager Recommendation
2021		
2022	\$4,600,000	
2023		
2024		
2025		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Major Water Main Replacement/  
Distribution Improvements Project*

**DPW-14**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$6,000,000**  
**Original Dept. Request: \$6,000,000**  
**Submitted by: Christopher Cronin,**  
 Director  
**Department: Public Works**  
**Funding Source: Water Enterprise Borrowing**

**Project Description:**

Replacement of cast iron water mains, water mains identified within the Distribution Study, and water mains identified to have historical issues. The project will also include the replacement, rehabilitation and abandonment of existing water mains (parallel Mains).  
 Cleaning and lining on section of unlined cast iron water mains that are of adequate size and replacement of appurtenances as identified by the Water Superintendent and Engineers.

**Project Justification and Purpose:**

A significant portion of the Towns Water distribution system consists of unlined cast iron water mains that have reduced hydraulic capacity (firefighting), and water quality issues due to mineral deposits. Water enterprise funding /borrowing would be used to replace, rehabilitate and abandon water mains. This will help to prevent catastrophic failures, improve capacity and water quality, further identification of areas with periodic water color concerns, prevent water loss within the system, and provide adequate fire protection.

In an effort to ensure a reliable and also a system with sufficient capacity within the water distribution system The Water distribution study and analysis has identified that areas of the Town Water infrastructure consists of deficient water mains. These main have reduced hydraulic capacity due to size, age, pipe material and historical structural issues. Town officials have identified areas throughout the Towns system that are in need of water main replacement for reasons such as but not limited to hydraulic capacity and historical structural issues. A number a locations within the system have parallel water mains, these mains are typically unlined cast iron mains which have limited capacity, and these locations require services and fire hydrants to be switched over to the new main prior to the abandonment of the older main.

The Towns Water Division conducts annual infrastructure improvements to properly maintain and upgrade The Towns aging water distribution system. This program helps to prevent catastrophic failures, improve capacity, prevent water loss, provide adequate fire protection and improve overall water quality.

**Town Manager's Recommendation:**

The Town Manager supports the FY21 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$6,000,000	\$6,000,000
<b>2022</b>	\$6,000,000	\$6,000,000
<b>2023</b>	\$6,000,000	\$6,000,000
<b>2024</b>	\$5,000,000	\$5,000,000
<b>2025</b>	\$5,000,000	\$5,000,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Hydrant Replacement Program*

**DPW-17**

**Department Priority Ranking: 2**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$100,000**  
**Original Dept. Request: \$100,000**  
**Submitted by:** Christopher Cronin,  
 Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Reserves

**Project Description:**

Continue with the installed hydrant inventory resulting in, but not limited to, the identification of hydrants needing replacement, repair and/or maintenance including replacement of identified hydrants.

**Project Justification and Purpose:**

Older fire hydrants within the Water Distribution system were identified during the comprehensive hydrant inventory and inspection. The continuation of the program will replace the remaining older fire hydrants to ensure reliability.

**Cost Estimate & Timing:**

It is estimated that approximately 20-30 hydrants will need major repair or replacement, at an estimated cost of \$2,000 - \$4,000 per unit depending upon the need.

Engineering and oversight of this project will be done in-house.  
 \$100,000 from water enterprise reserves

**Estimated Annual Operating or Maintenance Cost or Savings:**

Annual maintenance cost associated with this program will be included in the budget

**Town Manager's Recommendation:**

The Town Manager supports the request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$100,000	\$100,000
2022	\$100,000	\$100,000
2023	\$100,000	\$100,000
2024	\$100,000	\$100,000
2025	\$100,000	\$100,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Water Treatment GAC Replacement*

**DPW-18**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY2021: \$450,000**  
**Original Dept. Request: \$450,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: Water Enterprise Reserves**

**Project Description:**

The water filtration system at the Water Treatment Plant consists of eight filter beds, each holding approximately 66,000 pounds of granular activated carbon (GAC). The FY20 funding replaces the GAC in four units, with the remaining four units being replaced for in FY21. This will allow for the recommended in-service life from the carbon while staying in compliance with the life-cycle requirements.

**Project Justification and Purpose:**

The granular activate carbon filtration system is operated and maintained in order to ensure a supply of drinking water of the highest quality. Timely replacement of the filter media is critical in maintenance requirements. Each replacement is expected to have a life span of four (4) years.

**Cost Estimate & Timing:**

ATM 2019 authorized \$450,000 for Filters #1-4 for FY 2020. The cost is estimated to be \$450,000 for FY 21, and \$1,145,000 for FY 24-25

**Estimated Annual Operating or Maintenance Cost or Savings:**

	FY 21	FY22	FY 23	FY 24	FY 25
FILTER #1				Sep-23	
FILTER #2				Sep-23	
FILTER #3				Apr-24	
FILTER #4				Apr-24	
FILTER #5	Sep-20				Sep-24
FILTER #6	Sep-20				Sep-24
FILTER #7	Apr-21				Apr-25
FILTER #8	Apr-21				Apr-25
<b>GAC COST</b>	<b>\$450,000</b>			<b>\$560,000</b>	<b>\$585,000</b>

**Town Manager's Recommendation:**

The Town Manager supports the FY21 request,

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$450,000	\$450,000
<b>2024</b>	\$560,000	\$560,000
<b>2025</b>	\$585,000	\$585,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Stormwater Infrastructure Condition Assessment Program*

**DPW-19**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$0**  
**Original Dept. Request: \$50,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: General Fund Revenue**

**Project Description:**

Stormwater Infrastructure Condition Assessment Program

**Project Justification and Purpose:**

Much of the Town's stormwater infrastructure is aged and needs to be renovated or replaced. This article will enable us to create a 4 year condition assessment program to evaluate the condition of our stormwater pipes, catch basins, manholes, inlets, outlets, and swales. We'll use this data to create a maintenance and replacement plan, similar to what we do with our water and sewer infrastructure. This program will help ensure the safe passage of vehicles and pedestrians on Town roadways and assist us in complying with the new Federal NPDES permit.

**Cost Estimate & Timing:**

\$50,000 per year for four years beginning in FY2021.

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager does not support the FY21 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$50,000	\$0
2022	\$50,000	\$50,000
2023	\$50,000	\$50,000
2024	\$50,000	\$50,000
2025		

# PUBLIC WORKS

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## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Shawsheen Pump Station*

**DPW-23**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$1,574,350**  
**Original Dept. Request: \$1,574,350**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: Sewer Fund Borrowing**

<b>Project Description:</b>
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Replace pumps, motors and control system at Shawsheen Village Pump Station.

<b>Project Justification and Purpose:</b>
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Equipment is 33 years old and approaching the end of its useful life. This station pumps 80 % of the Town's daily sewer flow to the GLSD.

<b>Cost Estimate &amp; Timing:</b>
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Design in FY20. Construction in FY21.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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No impact on operating or maintenance costs.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$1,574,350	\$1,574,350

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Minor Sanitary Sewer Collection System Improvements*    **DPW-24**

**Department Priority Ranking: 2**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$50,000**  
**Original Dept. Request: \$50,000**  
**Submitted by:** Christopher Cronin,  
 Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Reserves

**Project Description:**

Minor repairs to the sanitary sewer are necessary to ensure that the collection system is operating correctly. Repairs will include but not limited to Sewer manhole installation, replacement and repair. Minor defective pipe repair to eliminate I/I sources.

**Project Justification and Purpose:**

With the aging of the Sanitary Sewer Collection System dating as far back as 1898, repairs are necessary to ensure the integrity of the collection system and to eliminate I/I sources

**Cost Estimate & Timing:**

\$50,000 from Sewer Enterprise reserves beginning again in FY2021, with \$100,000 annually beginning in FY2022.

**Estimated Annual Operating or Maintenance Cost or Savings:**

Annual cost associated with this program will be included in the budget

**Town Manager's Recommendation:**

The Town Manager supports this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$50,000	\$50,000
2022	\$100,000	\$100,000
2023	\$100,000	\$100,000
2024	\$100,000	\$100,000
2025	\$100,000	\$100,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Spring Grove Cemetery Maintenance*

**DPW-28**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$20,000**  
**Original Dept. Request: \$20,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: General Fund Revenue**

<b>Project Description:</b>
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	FY2021	FY2022	FY2023	FY2024	FY2025
General maintenance and Cemetery Improvements, including expansion of grave sites, software upgrades and roadway paving.	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Totals</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>

<b>Project Justification and Purpose:</b>
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General Maintenance – In addition to the expansion of grave sites, funds are used for cemetery maintenance such as grinding and screening of the loam pile, removal of hazard trees, repairs to the stone wall along Abbot Street, and for maintenance and upgrades to the cemetery GIS software.

Cemetery Improvements –Expansion of the cemetery is currently being planned and these funds would continue ongoing work along with the expanded section.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports this request for FY21 - FY25.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$20,000	\$20,000
<b>2022</b>	\$20,000	\$20,000
<b>2023</b>	\$20,000	\$20,000
<b>2024</b>	\$20,000	\$20,000
<b>2025</b>	\$20,000	\$20,000

# PUBLIC WORKS

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## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Fish Brook Intake Replacement*

DPW-29

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21: \$**  
**Original Dept. Request: \$500,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: Water Enterprise Borrowing**

**Project Description:**

Design and permitting for new Fish Brook Pump Station intake to Merrimac River.

**Project Justification and Purpose:**

Current intake will not meet future water demand. The Town currently uses two pumps that are placed in the river to supply adequate flow to the pump station.

**Cost Estimate & Timing:**

\$500,000 in FY2021 for design, specs, and permitting services. Construction in FY2023.

**Estimated Annual Operating or Maintenance Cost or Savings:**

Estimated \$20,000 per year in electrical savings.

**Town Manager's Recommendation:**

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$500,000	
2022		
2023	\$10,500,000	
2024		
2025		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Inflow/Infiltration (I/I) Removal Program*

**DPW-30**

**Department Priority Ranking:**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY21:** \$150,000  
**Original Dept. Request:** \$150,000  
**Submitted by:** Christopher Cronin,  
 Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Reserves

**Project Description:**

Elimination of I/I sources within the sanitary sewer collection system.

**Project Justification and Purpose:**

Based on the outcome of the I/I investigation study, I/I sources will be identified and prioritized for elimination.

**Cost Estimate & Timing:**

**Estimated Annual Cost or Savings of Operation and Maintenance:**

The quantity of I/I removed from the collection system will result in savings on pumping and treatment costs.

**Town Manager's Recommendation:**

The Town Manager supports funding this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$150,000	\$150,000
2022	\$150,000	\$150,000
2023	\$150,000	\$150,000
2024	\$150,000	\$150,000
2025	\$150,000	\$150,000



# FACILITIES



# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Town Projects - Building Division*

**FAC-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$380,000**  
**Dept. Request: \$400,000**  
**Submitted by: Janet Nicosia, Director**  
**Department: Department of Facilities**  
**Funding Source: General Fund Revenue**

<b>Project Description:</b>
-----------------------------

	Priority	FY2021	FY2022	FY2023	FY2024	FY2025
ADA Compliance	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Door and door hardware replacement	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Interior upgrades- Painting, flooring and ceilings	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Masonry maintenance and repairs	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Building roof repairs	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Paving, sidewalk and curb repairs	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Playground maintenance	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Project overtime	1	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Security system upgrades	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Town buildings improvements	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Totals</b>		<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>

<b>Project Justification and Purpose:</b>
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ADA Compliance – Funds are requested to address accessibility requirements as identified in the Town’s most recent Self-Evaluation and Transition Plan Update.

Door & Door Hardware Replacement – Funds are requested to continue the ongoing program to replace our aging interior and exterior doors and door hardware on Town buildings.

Interior Upgrades – Painting, flooring, and ceilings – Ongoing improvement program for painting, flooring and ceilings as needed.

Masonry maintenance and repairs – Funds are requested for ongoing maintenance of masonry at Town buildings, including cleaning, repointing, sealing and minor repairs as needed.

Building roof repairs – Funds are requested to make minor repairs to roofs on Town buildings.

Paving, Sidewalks, Curb Repairs – Funds are requested to repair aging driveways, sidewalks and catch

## FACILITIES

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basins at all Town buildings.

Playground maintenance – Funds are requested to repair playground structures and replenish playground surfaces and mulch.

Project Overtime – Facilities trade staff in support of Town/School capital projects.

Security System upgrades – Funds are requested to upgrade and repair security systems, which include cameras systems, badge access controls, keyless entry mechanisms, electronic locks and burglar alarms.

Town buildings improvements – Funds are requested for the ongoing program to replace carpeting, flooring, signage and minor renovations in Town buildings.

<b>Cost Estimate &amp; Timing:</b> \$400,000
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<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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<b>Town Manager’s Recommendation:</b>
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The Town Manager supports \$380,000 for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$400,000	\$380,000
2022	\$400,000	\$400,000
2023	\$400,000	\$400,000
2024	\$400,000	\$400,000
2025	\$400,000	\$400,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Town Projects – Mechanical Electrical Division*

**FAC-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$280,000**  
**Original Dept. Request: \$311,000**  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue

<b>Project Description:</b>
-----------------------------

	Priority	FY2021	FY2022	FY2023	FY2024	FY2025
Asbestos abatement and inspections	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Building Fire Systems	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Electrical upgrades	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Energy Conservation	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Engineering	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Exterior Oil/Water/Sand Separators Cleaning	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
HVAC/Controls Upgrades	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Public Safety Center Shooting Range Lead Abatement	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Technology Devices	1	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Upgrade or Replace Street Light Poles and street light equipment	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Totals</b>		<b>\$311,000</b>	<b>\$311,000</b>	<b>\$311,000</b>	<b>\$311,000</b>	<b>\$311,000</b>

<b>Project Justification and Purpose:</b>
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Asbestos abatement and inspections – Funds are requested to address asbestos abatement and inspections as needed.

Building Fire Systems – Funding is requested for the ongoing repair and replacement of smoke detectors and fire alarm systems.

Electrical upgrades – Funds are requested to make electrical upgrades at Town facilities.

Energy Conservation – Funds are requested to implement minor energy conservation upgrades.

Engineering – Funds are needed for professional engineering fees to implement capital projects.

Exterior Oil/Water/Sand Separators Cleaning – Funds are requested to comply with EPA Regulations regarding the annual cleaning of oil/water/sand separators in all of our School and Town buildings parking areas.

HVAC/ Controls Upgrades – Funds are requested to upgrade HVAC equipment at Town facilities and

## FACILITIES

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implement Building Automation Systems (BAS).

PSC Shooting Range Lead Abatement – Shooting Ranges and portions of the range exhaust system accumulate lead contamination and must be abated annually. Funds are requested for this lead abatement.

Technology Devices – Technology supplies only one device per person. Most Facilities employees require multiple devices to effectively perform their duties providing 24/7 service.

Upgrade or Replace Street Light Equipment – Funds are requested to upgrade or replace Town owned street light poles and equipment as needed.

<b>Cost Estimate and Timing:</b>
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<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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<b>Town Manager’s Recommendation:</b>
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The Town Manager supports funding this request at \$280,000 for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$311,000	\$280,000
2022	\$311,000	\$311,000
2023	\$311,000	\$311,000
2024	\$311,000	\$311,000
2025	\$311,000	\$311,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Town and School Security Projects*

**FAC-3**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$210,000**  
**Dept. Request: \$260,000**  
**Submitted by: Janet Nicosia, Director**  
**Department: Department of Facilities**  
**Funding Source: General Fund Revenue**

<b>Town Project Description:</b>	<b>Priority</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
Old Town Hall - Upgrade security cameras (add exterior cameras and onsite NVR)		\$50,000				
Pomps Pond and Recreation Park Install Access Readers and Emergency Call Stations			\$75,000			
Town Offices Finance Office entry enclosure					\$80,000	
Town Offices camera installations and upgrades.				\$90,000		
<b>Total Town</b>		<b>\$50,000</b>	<b>\$75,000</b>	<b>\$90,000</b>	<b>\$80,000</b>	<b>\$0</b>

<b>School Project Description:</b>	<b>Priority</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
All Schools: Entrance Renovations		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Multi-School Security Camera Upgrades-Schools to digital (WMS, South, Sanborn)			\$50,000	\$50,000	\$50,000	\$50,000
School Administration Building; Human Resources Office second egress, access control and entrance gate		\$25,000				
Wood Hill/High Plain Security cameras upgrade		\$85,000				
<b>Total Schools</b>		<b>\$210,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>

<b>Total Town and School Combined</b>	<b>\$260,000</b>	<b>\$225,000</b>	<b>\$240,000</b>	<b>\$230,000</b>	<b>\$150,000</b>
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Old Town Hall - Upgrade analog cameras to digital cameras. Funds are requested to replace the existing analog security cameras at Old Town Hall and the Andover Town House to digital technology. This is by request of the Andover Police Department.

Pomps Pond and Recreation Park - Install Access Readers and Emergency Call Stations. Funds will be requested in FY2022 to install access card readers and emergency call stations at the Pomps Pond and

## FACILITIES

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Recreation Park facilities.

Town Offices security camera upgrades – Funds will be requested to upgrade the existing cameras at the Town Offices building.

School Entrance Renovations – Andover Public School buildings are undergoing a comprehensive program of security upgrades and renovations. The new entrance vestibule at Andover High School is just one example of security measures being undertaken to keep our school buildings safe. Funds are requested to continue implementing these high priority security enhancements throughout our school system.

Security Camera Upgrades-Schools to digital – Funds are requested to upgrade the interior camera security systems at three schools.

School Administration Building – Funds are requested to install an additional egress door with card access in the Human Resources Office.

Wood Hill/ High Plain Security cameras upgrade – Funds are requested to upgrade security cameras from analog to digital technology and to increase the number of cameras.

**Town Manager’s Recommendation:**

The Town Manager supports \$210,000 for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$260,000	\$210,000
2022	\$225,000	\$225,000
2023	\$240,000	\$240,000
2024	\$230,000	\$230,000
2025	\$150,000	\$150,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Town Vehicles*

**FAC-4**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$35,000**  
**Original Dept. Request: \$35,000**  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue

**Project Description:**

Dept./Div.	Year	Make/Model	FY2021	FY2022	FY2023	FY2024	FY2025
Build. Maint-4	2009	2009 Chevy Colorado 4wd Pickup				35,000	
Build. Maint-12	2014	Ford F250 3/4T F2B Pickup 4x4					35,000
Build. Maint-16	2011	Ford Econoline F250		35,000			
Build. Maint- 18	NEW	Ford Ranger pickup 4x4	35,000				
Elder Services- 1	2012	Ford Focus P3K-HB		22,000			
Elder Services- 2	2013	Ford Focus P3K-HB			22,000		
Technology-1	2014	Ford Transit Connect Cargo S6EZ SWEB XL					35,000
Mech/Electrical-7	2015	Ford Tansit Connection Van 1/2T S7E1 121 LWB			35,000		
Mech/Electrical-9	2013	Ford Transit Connect Van 1/2T S6A					35,000
Mech/Electrical-11	2010	Ford Transit Connect XL Cargo Van				35,000	
Mech/Electrical-13	2010	Ford Transit Connect XL Cargo Van		35,000			
Mech/Electrical-17	2010	Ford Transit Connect XL Cargo Van				35,000	
Recreation -1	NEW	Ford E350 Elkhart 15 Passenger Coach		65,000			
Youth Services- 1	2011	Ford E450 1 1/2T Elkhart 15 Passenger Coach			65,000		
Youth Services- 2	2010	Ford E450 1 1/2T Elkhart 15 Passenger Coach		65,000			
Youth Services- 3	2012	Ford E450 1 1/2T Elkhart 15 Passenger Coach				65,000	
<b>Total FAC-4</b>			<b>35,000</b>	<b>222,000</b>	<b>122,000</b>	<b>170,000</b>	<b>105,000</b>

**Project Justification and Purpose:**

Vehicle replacements are often pushed out year after year due to budget constraints. We can keep vehicles running mechanically, but metal rot can damage the vehicles' frames and bodies to the point that they become unsafe to drive.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$35,000	\$35,000
<b>2022</b>	\$222,000	\$222,000
<b>2023</b>	\$122,000	\$122,000
<b>2024</b>	\$170,000	\$170,000
<b>2025</b>	\$105,000	\$105,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Town Parks and Playground Improvements*

**FAC-5**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$650,000**  
**Original Dept. Request: \$650,000**  
**Submitted by:** Jemma Lambert, Director  
 Janet Nicosia, Director  
**Department:** DCS and Facilities  
**Funding Source:** General Fund Revenue

<b>Project Description:</b>
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Major improvements, renovations, and construction of Town parks and playgrounds.

	Priority	FY2021	FY2022	FY2023	FY2024	FY2025
Ballardvale Playground Phase 2			\$250,000			
Lower Shawsheen Track		\$550,000				
Playstead Improvements Phase 1, Phase 2 and Phase 3			\$250,000	\$250,000	\$250,000	
Recreation Facility Schematic Design		\$100,000				
Deyermund Field Parking Lot Drainage and Paving, Design then construction				\$50,000		\$500,000
The Park Gazebo rebuild					\$250,000	
<b>Totals</b>		<b>\$650,000</b>	<b>\$500,000</b>	<b>\$300,000</b>	<b>\$500,000</b>	<b>\$500,000</b>

<b>Project Justification and Purpose:</b>
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Ballardvale Playground phase two – The first phase of the Ballardvale playground renovation included playground equipment and walkways. Funds are requested for a second phase, which will address the ballfield and basketball court, as well as the fencing and perimeter walking path.

Lower Shawsheen track resurfacing and fence repairs – The surface of the Lower Shawsheen asphalt track has cracked, with vegetation growing through the pavement, and the fence along York Street at this location needs repairs. Funds are requested to replace the asphalt and apply a rubber coating for a modern shock resistant running surface and to repair the fencing.

Playstead Improvements – Master Plan is in process. Placeholder for future CIP Requests.

Recreation Facility schematic design – Funds are requested for design services for a new recreation facility to serve the Andover community at large. During the design phase, costs for construction will be estimated and those construction costs will be requested in a future CIP.

Deyermund Field parking lot drainage and paving – Currently, the parking area at the Deyermund Field Complex is unpaved. Heavy use and weather have impacted the integrity of this unpaved surface, resulting in large ruts and puddling. Funds are requested to design, then pave and complete this lot.

## FACILITIES

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The Park Gazebo rebuild – Funds will be requested to rebuild the gazebo in The Park at the Town Offices complex. The roof, foundation wall and structural support systems are showing wear.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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<b>Town Manager’s Recommendation:</b>
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The Town Manager supports the FY21 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$650,000	\$650,000
2022	\$500,000	\$500,000
2023	\$300,000	\$300,000
2024	\$500,000	\$500,000
2025	\$500,000	\$500,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Major Town Projects*

**FAC-6**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$825,000**  
**Original Dept. Request: \$825,000**  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Sources:** General Fund Borrowing

<b>Project Description:</b>
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	Priority	FY2021	FY2022	FY2023	FY2024	FY2025
Memorial Hall Library restrooms				\$250,000		
Memorial Hall Library Cupola restoration			\$250,000			
Memorial Hall Library wrought iron fence and granite pylon repairs						\$200,000
Memorial Hall Library partial roof replacement						\$250,000
Militia Building at Bowling Green renovations				\$200,000		
Old Town Hall mosaic floor restoration				\$80,000		
Old Town Hall exterior masonry and balcony restoration			\$250,000			
Old Town Hall flooring replacement			\$100,000			
Old Town Hall HVAC upgrade						\$150,000
Old Town Hall historic wooden window replacement					\$1,000,000	
Public Safety Building carpet replacement		\$30,000	\$30,000			
Public Safety Building exterior masonry maintenance		\$90,000		\$100,000		
Public Safety roof repair			\$150,000			
Public Safety walkway and curbing replacement			\$150,000			
Red Spring Road Maintenance Shop renovations			\$100,000			

## FACILITIES

Spring Grove Cemetery building renovations and demolition			\$50,000			
Town buildings ADA improvements and audit implementation		\$350,000				
Town building renovations		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Town Offices main entry granite stairway design, then replace			\$50,000	\$500,000		
Town-wide building equipment and major systems inventory and 20 year plan.		\$75,000				
Town-wide ADA assisted listening devices inventory		\$50,000				
West Fire Station replacement of concealed gutters and repairs to chimney		\$80,000				
West Fire Station rear parking lot repaving		\$100,000				
West Fire Station windows and lintels replacements, masonry façade repairs and sealing.						\$200,000
<b>Totals</b>		<b>\$825,000</b>	<b>\$1,180,000</b>	<b>\$1,180,000</b>	<b>\$1,050,000</b>	<b>\$850,000</b>

### **Project Justification and Purpose:**

Memorial Hall Library Restrooms – Funds will be requested to construct restrooms on the second floor at Memorial Hall Library. Currently there are no restrooms located on this level of the library. Patrons and meeting attendees have to go to another level of the library to use the restrooms.

Memorial Hall Library Cupola restoration – Funds will be requested to make necessary repairs and restore the cupola at Memorial Hall Library.

Memorial Hall Library wrought iron fence and granite pylon repairs – Funds will be requested to repair the historic wrought iron fence and granite pylons at Memorial Hall Library.

Memorial Hall Library partial roof replacement – Funds are requested to replace a section of the first floor roof at Memorial Hall Library. This section of the roof was installed in 1999 and has reached its useful end.

Militia Building renovations – The historic stone Militia building at Bowling Green needs repointing, roofing and other renovations. Funds will be requested to keep this Town asset in good repair.

Old Town Hall mosaic floor restoration – The historic Mosaic floor in Old Town Hall foyer needs to be restored. The floor beneath the mosaic has become soft, causing the mosaic tiles to become loose.

Old Town Hall exterior masonry and balcony restoration – Funds are requested to restore the historic balcony on the front of the Old Town Hall building.

Old Town Hall Flooring Replacement – Funds are requested to replace the carpeting in both the senior drop-in center and the rear office space with vinyl flooring. Increasingly these areas are being used for food

## FACILITIES

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events and the vinyl flooring will be easier to clean.

Old Town Hall HVAC upgrade – Funds are requested to make upgrades and modifications to the current HVAC systems in the Old Town Hall building. The existing air conditioning system runs to cool the entire building, even when only a single area is occupied, resulting in a waste of energy. Funding will allow us to segregate the areas into separate systems.

Old Town Hall replacement of historic wooden windows – Funds are requested to replace the old, original windows at the Old Town Hall. For aesthetic reasons these historic wooden windows have no exterior weather protection and thus are exposed to the elements. This exposure to varying weather conditions results in deterioration over time.

Public Safety Center carpet replacement – Funds are requested to begin replacing the carpeting throughout the building. It is now 15 years old and has become quite worn.

Public Safety Building exterior masonry maintenance – Funds are requested to clean and waterproof the exterior masonry walls to prevent water penetration into the building.

Public Safety Center roof replacement – Funds are requested to replace a section of the Public Safety Center roof above the Police Chief's office to alleviate leakage and damage caused by water infiltration.

Public Safety Center sidewalks and curbing replacements – Funds are requested to replace the granite curbing and sidewalks at the Public Safety Center.

Red Spring Road Maintenance Shop renovation – Funds are requested to renovate the existing multi-stall restroom to one multi-stall and one single use restroom with shower. Currently the maintenance shop cannot accommodate female staff.

Spring Grove Cemetery building renovations and demolition – Funds are requested to remove the wooden building after its services have been moved to the new Municipal Services building.

Town buildings ADA improvements and audit implementation – Funds are requested for ADA improvements in various public-facing areas of the Town buildings. Examples of ADA improvements needed include: compliant signage, widening of doorways and service counter renovations.

Town building renovations – Funds are requested to make upgrades to various office spaces in the Town buildings. As staff are replaced, or new staff are hired, changes in the layout of the offices and wall modifications are required.

Town Offices replacement of Main Entrance granite stairway – Funds are requested to replace the existing granite stairway. Several repairs have been made during the past five years to remedy damage caused by winter salt and freeze damage.

Town-wide equipment and major systems 20-year plan – Funds are requested to undertake a professional inventory of all building equipment and major systems to identify a 20-year look ahead for planned equipment and systems maintenance and replacements.

Town-wide ADA study for installation of assisted listening devices – Funds are requested for a study to identify a Town standard for assisted listening devices for all Town buildings.

West Fire Station – Replacement of Concealed Gutters – The copper gutters that are an integral part of the building soffit and fascia are leaking, allowing water to infiltrate the building. The chimney is in need of repointing and repairs. Funds are requested to address both of these needs.

## FACILITIES

West Fire Station parking lot repaving – Funds are requested to repave the rear parking lot at West Fire Station.

West Fire Station windows, lintels, and masonry replacements and repairs – Funds are requested to replace the windows and supportive lintels at West Fire Station and to repair and seal the masonry façade of the building.

<b>Cost Estimate: \$825,000</b>
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<b>Town Manager's Recommendation:</b>
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The Town Manager supports the FY21 request.

FISCAL YEAR	Dept. Request	Town Manager Recommendation
2021	\$825,000	\$825,000
2022	\$1,180,000	\$1,180,000
2023	\$1,180,000	\$1,180,000
2024	\$1,050,000	\$1,050,000
2025	\$850,000	\$850,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Town / School Energy Initiatives*

**FAC-7**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$300,000**  
**Original Dept. Request: \$300,000**  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Sources:** General Fund Borrowing

<b>Project Description:</b>
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Town	FY2021	FY2022	FY2023	FY2024	FY2025
Town Offices Complex - Retrofit hallway and office lighting to LED	\$90,000	\$90,000			
<b>Total Town</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Schools	FY2021	FY2022	FY2023	FY2024	FY2025
All Schools - VFD Pumps & Fans	\$15,000				
All Schools - Insulate domestic hot water pipes	\$15,000				
AHS Collins Center - Install New Roof Top Units				\$500,000	
AHS Collins Center - Design and install standalone heating system					\$580,000
AHS Collins Center - LED Stage lighting, Phase 2			\$75,000		
Doherty Middle School - Convert auditorium lighting to LED technology		\$90,000			
Doherty Middle School - Upgrade Gym exhaust fan with VFD fan and add CO2 sensing			\$300,000		
Doherty Middle School - Install New Condensing Boilers	\$90,000	\$90,000			
Sanborn School - Install VFD's to exhaust fans and program into EMS.		\$50,000			
Sanborn School - Retrofit classroom lighting to LED			\$90,000		
South School - Retrofit lighting in classrooms to LED	\$90,000				

## FACILITIES

Shawsheen School - Generator installation			\$100,000		
Wood Hill/High Plain exterior wall packs replacement to LEDs.		\$85,000			
Wood Hill/High Plain stage lighting retrofit					\$85,000
<b>Total Schools</b>	<b>\$210,000</b>	<b>\$315,000</b>	<b>\$565,000</b>	<b>\$500,000</b>	<b>\$665,000</b>

<b>Total Combined</b>	<b>\$300,000</b>	<b>\$405,000</b>	<b>\$565,000</b>	<b>\$500,000</b>	<b>\$665,000</b>
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Town Offices Complex retrofit hallway and offices lighting to LED - Funds requested will retrofit the complex to more efficient LED fixtures. Fluorescent fixtures in some areas of the complex provide lighting that is dim and uneven. Fluorescent tube lights are being phased out due to their harsh pulse light and because they require hazardous materials recycling due to the mercury used in their manufacturing. We expect a utility incentive of \$10,000 and an annual electricity and maintenance savings of \$10,000.

All Schools – System Wide VFD Pumps and Fans retrofits (in-house installation) – Funds are requested to continue a system wide program to retrofit existing one-speed drives to variable speed drives. In-house labor will be utilized for this energy saving measure. Utility incentives often cover 50% or more of the cost of each VFD, and paybacks run under 5 years (many under 3 years). The lifecycle of each drive is approximately 15 years. We can estimate that if we spend \$100,000 on pumps, and paybacks on these types of projects range between 4 and 5 years, then our annual savings may be more than \$20,000 per year.

All Schools – System Wide insulation of domestic hot water piping – Funds are requested to continue a system wide program to insulate piping. Heat loss can be significant as heated water is delivered to unit heaters and hot water is delivered for domestic uses. Utility incentives for pipe insulation often cover 50% of the cost of the insulation, with payback estimated at less than 3 years, according to Columbia Gas. We can estimate that if we spend \$25,000 on pipe insulation, and paybacks on these types of projects are approximately 3 years, then our annual savings may be more than \$8,000 per year.

Andover High School Collins Center installation of new roof top units – Funds are requested to replace the roof top units at the Collins Center. The units are more than 20 years old and it is expected that we will be able to receive utility incentives to retrofit them with higher efficiency units.

Andover High School Collins Center standalone heating system – Funds will be requested to design and install a standalone heating system for the Collins Center for the Performing Arts.

Andover High School Collins Center LED stage lighting – Funds will be requested for Phase 2 of the Collins Center LED stage lighting project.

Doherty Middle School auditorium lighting conversion to LED – Funds will be requested to convert the auditorium lighting to more efficient LED technology.

Doherty Middle School – Upgrade Gym exhaust fan with VFD fan and add CO2 sensing – Funds are requested to replace a 40 year old fan with a more powerful and variable speed fan, which will be linked to the energy management system and will use the CO2 sensor to maintain sufficient ventilation. Gyms are used intermittently and there is energy savings when sensors are added to detect occupancy and air quality.

Doherty Middle School install new condensing boilers – Funds are requested to replace the existing, aged boilers with new energy efficient condensing units, spread over two fiscal years. We expect a utility incentive of \$15,000 and annual natural gas savings of \$8,500.

Sanborn School install VFD’s to exhaust fans and program into the EMS – Funds are requested to retrofit and/or replace exhaust fans so their speed can vary to properly ventilate classrooms and spaces. Constant systems can draw in cold air. New variable systems keep pressure constant and will link to the energy management system.

Sanborn School retrofit classroom lighting to LED - Funds requested will retrofit the classrooms to more efficient LED fixtures with controls. Lighting is now dim and uneven fluorescent lighting. Fluorescent tube lights are being phased

## FACILITIES

out due to their harsh pulse light and because they require hazardous materials recycling due to the mercury used in their manufacturing. The new lights will also be fit with occupancy sensing so that lights will shut off when areas are unoccupied.

South School retrofit classroom lighting to LED - Funds requested will retrofit the classrooms to more efficient LED fixtures with controls. Lighting is now dim and uneven fluorescent lighting. Fluorescent tube lights are being phased out due to their harsh pulse light and because they require hazardous materials recycling due to the mercury used in their manufacturing. The new lights will also be fit with occupancy sensing so that lights will shut off when areas are unoccupied. We expect a utility incentive of \$10,000 and an annual electricity and maintenance savings of \$10,000.

Shawsheen School generator installation –The emergency generator which formerly served Doherty Middle School will be repurposed to serve the Shawsheen School. Funds are requested for the installation and necessary upgrades to building systems, which are an integral part of this project.

Wood Hill/High Plain exterior LED wall packs – Funds will be requested to convert the exterior wall packs lighting of at the campus to energy efficient LED technology.

Wood Hill/High Plain stage lighting retrofit – Funds will be requested to retrofit the stage lighting in the Wood Hill/High Plain auditorium to energy efficient LED technology.

*NOTE: Andover Energy Division may apply for grants and/or incentives to fund the cost, or reduce the cost, of some of the projects identified above.*

**Estimated Annual Operating or Maintenance Cost or Savings:** Reduction in O&M cost

**Town Manager’s Recommendation:**

The Town Manager supports the FY21 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2021	\$300,000	\$300,000
2022	\$405,000	\$405,000
2023	\$565,000	\$565,000
2024	\$500,000	\$500,000
2025	\$665,000	\$665,000



# ANDOVER PUBLIC SCHOOLS



# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *School-Wide Maintenance Program*

**SCH-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21:** \$  
**Original Dept. Request:** \$735,000  
**Submitted by:** Sheldon H. Berman, Ed.D./  
 Janet Nicosia, Director  
**Department:** School and Facilities Depts.  
**Funding Source:** General Fund Revenue

<b>Project Description:</b>
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	Priority	FY2021	FY2022	FY2023	FY2024	FY2025
504 & IEP Compliance (Individual Educational Plan)	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
ADA Compliance (Accessibility)	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Asbestos Survey and Remediation	1	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Carpet and Flooring Replacement	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Door and Door Hardware and Installation	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Electrical Upgrades for New Technology	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Engineering	1	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Energy Conservation	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Fence and Guardrail Repairs	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Furniture replacement	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
HVAC/Energy Management Upgrades	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Painting and Parking Lot Striping	1	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Plumbing Upgrades	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Refinish Gymnasium and Stage Floors	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Restroom Renovations	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

## ANDOVER PUBLIC SCHOOLS

School Playgrounds Maintenance	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Security System Upgrades	1	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Shade Replacements	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000

Sidewalk Repairs and Replacements	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Smoke Detector and Fire Alarm Repairs	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>Totals</b>		<b>\$735,000</b>	<b>\$735,000</b>	<b>\$735,000</b>	<b>\$735,000</b>	<b>\$735,000</b>

<b>Project Justification and Purpose:</b>
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504 & IEP Compliance (Individual Educational Plan) – (Mandated IEP Building Modifications) – Funds are requested to provide building modifications on an as-needed basis when a staff member, or a student’s IEP plan, requires upgrades or modifications to the classrooms or offices to provide reasonable accommodations. These needs come up without advance notice and require immediate attention.

ADA Compliance – Funds are requested to address accessibility requirements.

Asbestos Survey and Remediation – Funds are requested to continue compliance with the AHERA law and asbestos removal.

Carpet and Flooring Replacement – Funds are requested to replace carpeting and flooring as needed.

Door and Door Hardware Replacement – Funds are requested to continue the ongoing program of replacing aging interior and exterior doors and door hardware.

Electrical Upgrades for New Technology – Funds are requested to provide additional electrical outlets and power to service additional needs, driven by new technology in our schools.

Engineering – Funds are requested for professional engineering fees to implement capital projects.

Energy Conservation – Funds are requested to implement minor energy conservation upgrades.

Fence and Guardrail Repairs – Fences and guardrails on school sites frequently sustain damage during the year. Funds are requested for repair or replacement as necessary, and to install new fences when the need arises.

Furniture Replacement – Funds are requested to begin replacing aging furniture at the schools.

HVAC/Energy Management Upgrades – Funds are requested to upgrade heating, ventilating and air conditioning equipment, and control system components.

Painting and Parking Lot Striping – Funds are requested for painting and parking lot striping.

Plumbing Upgrades – Funds are requested to upgrade plumbing fixtures.

Refinishing Gymnasium and Stage Floors - Funds are requested to screen and refinish approximately 92,626 square feet of gymnasium and stage floors.

## ANDOVER PUBLIC SCHOOLS

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Restroom Renovations – Funds are requested to renovate existing restrooms.

School Playgrounds – Funds are requested to replace and repair playground structures and surfaces.

Security System Upgrades – Funds are requested to upgrade and repair school security systems, which include cameras systems, badge access controls, keyless entry mechanisms, electronic locks and burglar alarms.

Shade Replacements – Funds are requested for the ongoing replacement of shades and blinds as needed.

Sidewalk Repairs and Replacements – Funds are requested to repair or replace sidewalks.

Smoke Detector and Fire Alarm repairs – Funding is requested for the ongoing repair and replacement of smoke detectors and fire alarm systems.

<b>Town Manager Recommendation:</b>
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The Town Manager supports the FY21 request in the amount of \$650,000

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2021</b>	\$735,000	\$650,000
<b>2022</b>	\$735,000	\$735,000
<b>2023</b>	\$735,000	\$735,000
<b>2024</b>	\$735,000	\$735,000
<b>2025</b>	\$735,000	\$735,000

# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *School – Projects by Building*

**SCH-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21: \$500,000**  
**Original Dept. Request: \$565,000**  
**Submitted by: Sheldon H. Berman, Ed. D./**  
**Janet Nicosia, Director**  
**Department: School and Facilities Depts.**  
**Funding Source: General Fund Revenue**

<b>Project Description:</b>
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	FY2021	FY2022	FY2023	FY2024	FY2025
Andover High restroom renovations	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Andover High window glass seal repairs	\$25,000	\$25,000	\$25,000		
Andover High carpet/flooring replacement	\$30,000	\$40,000	\$40,000		
Andover High Collins Center concrete floor epoxy	\$10,000				
Andover High stairwell/ramp rubber treads		\$40,000	\$40,000		
Andover High epoxy large brick wall in main foyer		\$15,000			
Andover High Fitness Room flooring replacement and ceiling fans	\$75,000				
Andover High classroom renovations; flooring, paint, ceilings, lighting	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Bancroft Elementary kitchen roll down door replace with solid door			\$30,000		
Doherty Middle restroom renovations	\$25,000	\$25,000	\$25,000	\$25,000	
Doherty Middle flooring and stair tread replacement	\$30,000				
Doherty Middle replacement of all hallway cabinet heaters	\$65,000				
Doherty Middle epoxy old hallway CMU walls			\$50,000		

## ANDOVER PUBLIC SCHOOLS

Doherty Middle furniture replacements; desks, chairs, lab tables, stools		\$50,000	\$50,000	\$50,000	\$50,000
Doherty Middle repointing, power washing and masonry sealing.					\$100,000
Sanborn Elementary classroom counters replacements	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Sanborn Elementary create new patio outside cafeteria		\$60,000			
Sanborn Elementary new folding cafeteria tables	\$60,000				
Sanborn Elementary masonry repairs			\$50,000	\$50,000	
School Administration Building Student Services high density shelving	\$35,000				
School Administration Building kitchen renovations	\$60,000				
South Elementary concrete and masonry repairs; walls, sills, sidewalk, entry		\$50,000	\$75,000		
South Elementary bathroom renovations. 2 per year.	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
South Elementary School renovation to nurse's office.		\$50,000			
South Elementary School paint interior.			\$65,000		
South Elementary School shed				\$75,000	
West Middle window lintel replacements		\$50,000			
West Middle exterior masonry repointing		\$50,000	\$50,000		
West Middle flooring and stair tread replacement	\$25,000	\$25,000	\$25,000	\$25,000	
Wood Hill/High Plain add expansion joints to floor				\$50,000	\$50,000
Wood Hill/High Plain kitchen roll down door replace with solid door					\$30,000
Wood Hill/High Plain masonry walls near cafeteria repairs			\$75,000		

## ANDOVER PUBLIC SCHOOLS

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Wood Hill/High Plain Phase 1; reconfigure parking entrance and sidewalk				\$75,000	
<b>Totals</b>	<b>\$565,000</b>	<b>\$605,000</b>	<b>\$725,000</b>	<b>\$475,000</b>	<b>\$355,000</b>

Andover High School restroom renovations – Funds are requested to continue renovating one restroom each year.

Andover High School window glass seal repairs – Funds are requested to repair failing windows.

Andover High School carpet/flooring replacement – Funds are requested to replace carpeting and other flooring within the school.

Andover High School Collins Center concrete floor – Funds are requested to apply an epoxy coating to the concrete floor sections within the audience seating areas of the Collins Center.

Andover High School stairwell/ramp rubber treads – Funds are requested to cover the concrete stairwell.

Andover High School epoxy large brick wall in main foyer – Funds are requested to epoxy the large wall in the main foyer.

Andover High School fitness room flooring replacement and ceiling fans – The existing flooring in the fitness room is worn and stained. Funds are requested to replace the flooring in the fitness room and install new ceiling fans.

Bancroft Elementary kitchen roll down door – Funds are requested to replace the roll down door in the kitchen, which is an open grate style, with a solid door to create a sound barrier.

Doherty Middle School restroom renovations – Funds are requested to continue renovating one restroom each year.

Doherty Middle School flooring and stair tread replacement – Funds are requested to replace flooring and stair treads throughout the building.

Doherty Middle School replacement of all hallway cabinet heaters – Funds are requested to replace cabinet heaters at the end of their useful life.

Doherty Middle School epoxy hallway CMU walls – Funds are requested to epoxy the glazed block walls in the hallway.

Doherty Middle School furniture replacement – Funds are requested to replace desks, chairs, lab tables and stools. The existing furnishings are quite old and have been repaired many times.

Doherty Middle School masonry repairs – As part of our ongoing effort to preserve Andover’s school masonry facades, funds will be requested to repoint, power wash, and seal the exterior masonry of Doherty Middle School.

Sanborn Elementary School classroom counters replacements – Funds are requested to replace the countertops in classrooms at Sanborn Elementary School. These replacements will be phased over a number of years until complete.

Sanborn Elementary School create new patio area outside of the cafeteria – Funds will be requested to create a new patio area outside of the cafeteria.

# ANDOVER PUBLIC SCHOOLS

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Sanborn Elementary School folding tables replacement – Funds will be requested to replace the folding tables in the cafeteria. The existing tables are have outlived their useful purpose.

Sanborn Elementary School concrete and masonry repairs – As part of our ongoing effort to preserve Andover’s school masonry facades, funds will be requested to repoint, power wash, and seal the exterior masonry of Sanborn Elementary School.

School Administration Building high density shelving – Funds are requested to install high density shelving in the Student Services office.

School Administration Building kitchen renovations – Funds are requested to renovate the kitchen in the School Administration Building.

South Elementary School concrete and masonry repairs – Funds are requested to repair the concrete sidewalk, and to complete masonry repairs to the walls, sills and entry.

South Elementary School restroom renovations – The restrooms at South Elementary are in need of upgrades. Funds are requested to renovate two restrooms per year.

South Elementary School nurse’s office renovations – Funds will be requested to renovate the nurse’s office at South Elementary School.

South Elementary School interior painting – Funds will be requested to paint interior spaces in South Elementary School.

South Elementary School storage shed – Funds will be requested to install a storage shed at South Elementary School.

West Middle School lintel replacements – Funds will be requested to replace the supportive lintels at West Middle School.

West Middle School exterior masonry repointing – As part of our ongoing effort to preserve Andover’s school masonry facades, funds will be requested to repoint, power wash, and seal the exterior masonry of West Middle School.

West Middle School flooring and stair tread replacement – Funds are requested to replace flooring and stair treads throughout the building.

Wood High/High Plain add expansion joints to floor – Funds are requested to add expansion joints to VCT flooring where cracking occurs.

Wood High/High Plain replace kitchen roll down door with solid door – Funds will be requested to replace the roll down door in the kitchen, which is an open grate style, with a solid door to create a sound barrier.

Wood High/High Plain masonry wall repairs – Funds will be requested to repair the masonry walls near the cafeteria.

Wood High/High Plain create additional parking – Phase one: – Funds will be requested to reconfigure a parking lot entrance and entry sidewalk as phase one of a two phase approach to create additional parking.

<b>Town Manager’s Recommendation:</b>
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The Town Manager supports the request for FY21 in the amount of \$500,000.

## ANDOVER PUBLIC SCHOOLS

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2021</b>	\$565,000	\$500,000
<b>2022</b>	\$605,000	\$605,000
<b>2023</b>	\$725,000	\$725,000
<b>2024</b>	\$475,000	\$475,000
<b>2025</b>	\$355,000	\$355,000

# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2021 – FY2025

PROJECT REQUEST: *Major School Projects*

**SCH-5**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY21:** \$4,930,000  
**Original Dept. Request:** \$4,930,000  
**Submitted by:** Sheldon H. Berman, Ed.D./  
 Janet Nicosia, Director  
**Department:** School and Facilities Depts.  
**Funding Source:** General Fund Borrowing

<b>Project Description:</b>
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	FY2021	FY2022	FY2023	FY2024	FY2025
Andover High Media Center carpet replacement				\$200,000	
Andover High replace Café heating system replacement and renovations				\$275,000	
Andover High Central Heating Plant upgrade			\$800,000		
Andover High Field House floor replacement and renovations	\$850,000				
Andover High Tennis courts new asphalt, then new surfacing		\$150,000			
Bancroft School design, then install additional parking		\$400,000			
Bancroft School change field to turf field				\$450,000	
Doherty Middle installation of elevator and reconfiguration of space resulting from the removal of the ramp	\$200,000		\$2,500,000		
Doherty Middle Nurse's Office renovations/abatement & flooring		\$150,000			
Doherty Middle add air conditioning to the library		\$250,000			
Doherty Middle window replacements, Phase 1 & 2 (Green Repair-Phase 1 only)		\$350,000	\$350,000		

## ANDOVER PUBLIC SCHOOLS

Doherty Middle replacement of six main air handlers in main building		\$300,000			
Doherty Middle replacement of all air handlers in gymnasium			\$300,000		
Sanborn Elementary roof replacement	\$1,500,000				
Sanborn Elementary air conditioning design, then construction	\$100,000		\$1,900,000		
Sanborn Elementary Main Office renovation		\$150,000			
Sanborn Elementary demolition and removal of modular classrooms				\$150,000	
Sanborn Elementary front lot and roadway repaving		\$120,000			
Sanborn Elementary side lot and rear driveway repaving			\$140,000		
Sanborn Elementary construct ADA accessible ramp to rear field				\$500,000	
Sanborn Elementary School new playground					\$200,000
Shawsheen Elementary elevator installation					\$1,500,000
South Elementary air conditioning design, then construction (Borrow FY22)	\$1,900,000				
South Elementary School paving				\$1,800,000	
West Middle auditorium renovations (lights, ceiling, floor, acoustics, stage curtains, A/C)	\$250,000	\$250,000			
West Middle asbestos removal and caulking repairs		\$75,000			
West Middle kitchen floor replacement		\$300,000			
West Middle Air Conditioning Design, then Construction		\$200,000		\$3,000,000	

## ANDOVER PUBLIC SCHOOLS

Wood Hill/High Plain playgrounds renovation and surfacing replacement (K & 1-5)	\$130,000	\$130,000			
Wood Hill/High Plain playground replace pavement with artificial turf				\$100,000	
Wood Hill/High Plain pavement replacement/resurfacing and phase 2 parking addition.					\$4,400,000
<b>Totals</b>	<b>\$4,930,000</b>	<b>\$2,825,000</b>	<b>\$5,990,000</b>	<b>\$6,475,000</b>	<b>\$6,100,000</b>

Project Justification:

Andover High School Media Center carpet replacement – Funds will be requested to replace the carpeting in the Media Center.

Andover High School Café heating system and renovations – Funds will be requested to replace the current unit ventilators with a more efficient ceiling duct and window wash system, install new ceiling fans and paint the stairwells.

Andover High School Central Heating Plant Upgrade – Funds will be requested to replace the boiler system.

Andover High School Field House floor replacement and renovations – Funds are requested to renovate the Field House, including replacement of the rubber flooring, hanging partitions, installing window film to reduce glare, and repainting the gymnasium walls.

Andover High School Tennis Courts – Funds will be requested to repave and resurface the tennis courts at Andover High School.

Bancroft Elementary School Design, then Install Additional Parking – Funds are requested to construct additional parking on the site. Funding was approved in FY2020 for the design of this project. There is insufficient parking during school events, so parents and staff members park their vehicles on the grass and the basketball court. This is especially problematic during the winter months because of snow.

Bancroft Elementary School – Funds will be requested to replace the existing sports field with artificial turf.

Doherty Middle School elevator – Phase one of a two part project to construct an elevator at Doherty Middle School. Funds are requested for design services for phase one of the project. Funds will be requested in FY2023 for the reconfiguration of the existing ramp area and construction of the elevator. Removing the ramp will result in more useable space for classrooms, offices, or storage.

Doherty Middle School Nurse’s Office Renovations – Funds will be requested to renovate the Nurse’s office to include new flooring and an ADA compliant restroom.

Doherty Middle School library air conditioning – Funds will be requested to install air conditioning in the

## ANDOVER PUBLIC SCHOOLS

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library.

Doherty Middle School Window Replacements – Funds will be requested to replace classroom windows, phased over two years, with possible partial funding through the MSBA Green Building Repair Grant Program.

Doherty Middle School Replacement of six main air handlers in the main building – Funds will be requested to replace these units, which are original equipment from construction of the building.

Doherty Middle School replacement of all air handlers in gymnasium – Funds will be requested to replace the current air handlers that service the gymnasium, which are 40 years old, with new energy efficient units. The existing air handlers have required an increasing amount of maintenance during the past few years.

Sanborn Elementary roof replacement – Funds are requested for the installation of the new school roof. FY2020 funding was for design of the roof replacement project.

Sanborn Elementary design, then construction for air conditioning – Funds are requested for engineering and architectural design for air conditioning the entire school. Funding for the construction will be requested in a future CIP.

Sanborn Elementary Main Office renovation – Funds are requested to renovate and reconfigure the Main Office.

Sanborn Elementary School demolition and removal of the modular classrooms – The modular building was installed in the year 2000 as a temporary structure and has reached the end of its useful life. Funds are requested to demolish and remove this building.

Sanborn Elementary front lot and roadway repaving – Funds will requested to repave the front parking lot and roadway at Sanborn Elementary School.

Sanborn Elementary side lot and rear driveway repaving – Funds will requested to repave the side parking lot and rear driveway at Sanborn Elementary School.

Sanborn Elementary ADA accessible ramp to rear field – Funds will be requested to construct an ADA compliant ramp to access the rear field.

Sanborn Elementary new playground – Funds will be requested to construct a new ADA compliant playground at the school.

Shawsheen Preschool installation of an elevator – Funds will be requested to install an elevator in Shawsheen Elementary School.

South Elementary installation of air conditioning – Funds are requested to install air conditioning throughout the school. FY2020 funds were for design and engineering for this project.

South Elementary School paving – Funds will be requested for site renovations. This was identified in the school wide master plan that was completed in 2012. The existing sidewalk, driveways, and parking lots have numerous deficiencies, including, but not limited to; broken pavement, curbing and walkways. A portion of this project was completed in FY16, with the reconstruction of the playground, pavement and the addition of

## ANDOVER PUBLIC SCHOOLS

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a rear access road to accommodate parent pick up and drop off. This CIP request reflects this previous work.

West Middle auditorium renovations – Funds are requested to renovate the auditorium at West Elementary School, to include new lighting, ceilings, floor, stage curtains, improved acoustics, and air conditioning. The West Elementary auditorium is rented by outside groups for performances and recitals in addition to the use by the school population.

West Middle asbestos removal – Funds will be requested to continue the removal of window caulking and some of the flooring at West Middle School as part of our ongoing commitment of compliance with AHERA regulations.

West Middle kitchen floor replacement – Funds will be requested to replace the kitchen floor in the West Middle School kitchen. Drainage will need to be improved, including relocation of some drains and the addition of others. Due to new plumbing codes, existing drains and grease traps will need to be upgraded.

West Middle School air conditioning – Funds will be requested to design and engineer, then install, air conditioning throughout West Middle School. This would be a two phase project, with initial funding for design and engineering, followed by construction two years later to allow adequate time for the design phase.

Wood Hill/High Plain playground surfacing replacement – Funds are requested for design to replace the pour-in-place rubber surfacing at all the Wood Hill Middle and High Plain Elementary school playgrounds.

Wood Hill/High Plain playground – Funds will be requested to replace the existing playground pavement with artificial turf.

Wood Hill/High Plain pavement – Funds will be requested for design and construction of a parking addition, along with resurfacing and pavement replacement on the site.

<b>Town Manager’s Recommendation:</b>
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The Town Manager supports the FY21 request in the amount of \$4,930,000.

Fiscal Year	Dept. Request	Town Manager’s Recommendation
<b>2021</b>	\$4,930,000	\$4,930,000
<b>2022</b>	\$2,825,000	\$2,825,000
<b>2023</b>	\$5,990,000	\$5,990,000
<b>2024</b>	\$6,475,000	\$6,475,000
<b>2025</b>	\$6,100,000	\$6,100,000

# SECTION 4



## CIP BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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

### **Miscellaneous - Article XII, § 34.**

#### **CAPITAL IMPROVEMENT PROGRAM. [AMENDED 4-2-1991, ART. 37]**

- (a) Preparation and submission. The Town Manager annually shall prepare, with the assistance of the Town Planning Board, a five-year capital improvement program. At the request of the Town Manager, all town boards, committees, commissions and other agencies of the town shall submit to the Manager, in such form and according to such schedule of time as the Manager may require, detailed statements of capital improvements requested for their respective boards, committees, commissions and agencies during the next five fiscal years. The Manager shall submit the five-year capital improvement program to the Board of Selectmen at least three months prior to the final date for submission of the annual budget as prescribed by Town Bylaw. Concurrently, copies of the capital improvement program shall also be transmitted to the Finance Committee and School Committee. The capital improvement program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements which are proposed to be undertaken during the five fiscal years ensuing, with appropriate supporting information as to the necessity for such improvements;
- (3) Cost estimates, method of financing and recommended time schedules for each such improvement; and
- (4) The estimated annual cost of operating and maintaining any facilities to be constructed or acquired.

The above information may be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

- (b) Action on capital improvement program:
- (1) Notice and hearing. The Board of Selectmen shall cause to be published in one or more newspapers of general circulation in the town the general summary of the capital improvement program and a notice stating: (a) the times and places where copies of the capital improvement program are available for inspection; and (b) the time and place, not less than two weeks after such publication, for a public hearing on the capital improvement program.
  - (2) (Meeting with Finance Committee.) After the public hearing but at least 10 days before adoption of the capital improvement program, the Board of Selectmen shall meet and confer with the Finance Committee concerning the program.

Adoption. The Board of Selectmen by resolution shall adopt the capital improvement program with or without amendment after the public hearing and after conferring with the Finance Committee, at least one month before the required date for submission of the annual budget by the Town Manager.

# BYLAW, DEFINITIONS, AND 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.
- 4.

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

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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5. 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.
6. 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.
7. 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.
8. 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.

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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- 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;
    - 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

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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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.

### **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.

# SECTION 5



# FINANCIAL DATA

# FINANCIAL DATA

## Three Year Capital History

	Actual FY2018	Actual FY2019	Actual FY2020	Request FY2021	Grand Total	Funding Source
<b>COMMUNITY SERVICES</b>	<b>\$212,214</b>	<b>\$195,000</b>	<b>\$4,500,000</b>	<b>\$0</b>	<b>\$4,907,214</b>	
Center at Punchard Feasibility Study/Design	\$40,000				\$40,000	Taxation
Center at Punchard Design Services		\$160,000			\$160,000	Borrow
Phillips Auditorium Tables and Chairs	\$32,214				\$32,214	Taxation
Design Services for The Park, Playstead and Mun Complex	\$75,000				\$75,000	Taxation
Rec Park/Pomps Pond Security Monitoring System	\$65,000				\$65,000	Cable
Renovation of Senior Center at Punchard			\$2,000,000		\$2,000,000	Free Cash
Renovation of Senior Center at Punchard			\$2,500,000		\$2,500,000	Borrow
Design Services for Rec Park/Pomps Pond Master Plan		\$35,000			\$35,000	Taxation
<b>FINANCE</b>	<b>\$35,000</b>	<b>\$15,000</b>	<b>\$40,000</b>	<b>\$10,000</b>	<b>\$100,000</b>	
MUNIS Financial Software Improvements	\$35,000	\$15,000	\$40,000	\$10,000	\$100,000	Taxation
<b>TOWN CLERK</b>	<b>\$30,000</b>				<b>\$30,000</b>	
Vault Shelving	\$30,000				\$30,000	Taxation
<b>TOWN MANAGER</b>	<b>\$18,090,000</b>	<b>\$7,100,000</b>		<b>\$4,515,000</b>	<b>\$29,705,000</b>	
Town Offices Customer Service Bldg Improvement Study	\$40,000				\$40,000	Taxation
Town Yard Site Evaluation	\$50,000				\$50,000	Taxation
Ballardvale Fire Station Design	\$300,000				\$300,000	Free Cash
Ballardvale Fire Station Construction		\$7,000,000			\$7,000,000	Borrow
High Plain/WoodHill Accessibility	\$200,000				\$200,000	Free Cash
Municipal Services Facility	\$17,500,000				\$17,500,000	Borrow
Downtown Improvements-Public Amenities		\$100,000			\$100,000	Free Cash
Town Offices Meeting Room & Public Access Improvements				\$625,000	\$625,000	Free Cash
Sidewalk Program				\$950,000	\$950,000	Free Cash
Conservation & Open Sp Imp-Dale St & Haggetts Pond Design				\$250,000	\$250,000	Free Cash
High Plain/Wood Hill Turf Field Complex				\$1,200,000	\$1,200,000	Free Cash
Tree Management Fund				\$500,000	\$500,000	Free Cash
Merrimack River Access Way				\$990,000	\$990,000	Free Cash
<b>COMMUNITY DEVELOPMENT &amp; PLANNING</b>	<b>\$12,000</b>	<b>\$172,000</b>	<b>\$662,000</b>	<b>\$52,000</b>	<b>\$898,000</b>	
Conservation Land Management	\$12,000	\$12,000	\$12,000	\$12,000	\$48,000	Taxation
Record Scanning Project		\$30,000			\$30,000	Taxation
HMD Feasibility Study		\$50,000			\$50,000	Taxation
Health Inspection Software		\$25,000			\$25,000	Taxation
Merrimack River Access Feasibility and Design		\$25,000			\$25,000	Taxation
Dale Street Shawshen River Access		\$15,000	\$15,000		\$30,000	Taxation
Castle Heights ADA accessible Area		\$15,000			\$15,000	Taxation
Software Update			\$100,000		\$100,000	Taxation
Historic Mill District Circulation & Street Design			\$50,000		\$50,000	Taxation
Conservation Dog Park-Grant Match			\$25,000		\$25,000	Taxation
Merrimack River Access Design Plan			\$60,000		\$60,000	Taxation
Parking & Hardscape Improvements			\$400,000		\$400,000	Borrow
Historic Mill District Feasibility Study/Services Land Disp				\$40,000	\$40,000	Taxation
<b>LIBRARY</b>			<b>\$10,000</b>	<b>\$50,000</b>	<b>\$60,000</b>	
Circulation Desk Replacement			\$10,000	\$35,000	\$45,000	Taxation
Makerspace Design				\$15,000	\$15,000	Taxation
<b>INFORMATION TECHNOLOGY</b>	<b>\$1,102,018</b>	<b>\$850,000</b>	<b>\$1,114,968</b>	<b>\$938,108</b>	<b>\$4,005,094</b>	
Annual Student PC Replacement/Lease Program		\$200,000	\$372,870	\$200,000	\$772,870	Cable
Annual Student PC Replacement/Lease Program				\$250,086	\$250,086	Taxation
Annual Staff PC Replacement/Lease Program	\$442,018	\$300,000	\$504,598	\$388,022	\$1,634,638	Taxation
Safety & Security Communications Enhancements	\$300,000				\$300,000	Borrow
Website Development Phase 2	\$10,000				\$10,000	Taxation
BOS and SC Meeting Room Upgrades	\$50,000				\$50,000	Cable
Redundant Cable	\$300,000				\$300,000	Cable
IT Platform and Infrastructure				\$100,000	\$100,000	Taxation
IT Platform and Infrastructure		\$350,000	\$237,500		\$587,500	Borrow
<b>POLICE</b>	<b>\$293,500</b>	<b>\$250,077</b>	<b>\$195,000</b>	<b>\$527,000</b>	<b>\$1,265,577</b>	
Vehicle Replacement	\$195,000	\$195,000	\$195,000	\$195,000	\$780,000	Taxation
Police Firearms/DT Scenario Trainer	\$78,500				\$78,500	Taxation
Roadside Message Board	\$20,000				\$20,000	Taxation
Police Mobile Computer Hardware		\$55,077			\$55,077	Taxation
Public Safety CAD/RMS System				\$332,000	\$332,000	Taxation
<b>PARKING</b>	<b>\$123,000</b>	<b>\$75,000</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$238,000</b>	
Parking Enforcement Vehicle			\$40,000		\$40,000	Parking
Parking Study Implementation	\$123,000	\$75,000			\$198,000	Parking

# FINANCIAL DATA

## Three Year Capital History

	Actual FY2018	Actual FY2019	Actual FY2020	Request FY2021	Grand Total	Funding Source
<b>FIRE</b>	<b>\$333,500</b>	<b>\$1,314,000</b>	<b>\$885,000</b>	<b>\$1,121,000</b>	<b>\$3,653,500</b>	
Vehicle Replacement	\$53,000				\$53,000	Taxation
Fire Apparatus Replacement	\$270,000	\$1,100,000	\$360,000	\$725,000	\$2,455,000	Borrow
EMS Call Box for Pumps Pond	\$10,500				\$10,500	Taxation
Fire Alarm Receivers		\$84,000			\$84,000	Taxation
Public Safety Microwave Communications System			\$300,000		\$300,000	Borrow
Bi-Directional Amplifier System		\$130,000	\$175,000	\$300,000	\$605,000	Taxation
SCBA Air Compressor System				\$96,000	\$96,000	Taxation
AEDs			\$50,000		\$50,000	Free Cash
<b>PUBLIC WORKS</b>	<b>\$2,916,288</b>	<b>\$2,567,729</b>	<b>\$2,664,729</b>	<b>\$2,709,279</b>	<b>\$10,858,025</b>	
Major Annual Road Maintenance	\$1,376,288	\$1,364,729	\$1,364,729	\$1,364,279	\$5,470,025	Chapter 90
Minor Sidewalk Repairs	\$100,000	\$200,000	\$200,000	\$250,000	\$750,000	Taxation
Highway Vehicles - Small	\$215,000	\$128,000	\$200,000	\$120,000	\$663,000	Taxation
Highway Vehicles - Large	\$450,000	\$555,000	\$380,000	\$580,000	\$1,965,000	Borrow/Free Cash
Minor Storm Drain Improvements		\$300,000		\$300,000	\$600,000	Borrow
Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000	Taxation
Storm Water Management	\$100,000				\$100,000	Taxation
Enmore Street Reconstruction	\$655,000				\$655,000	Borrow
Town Bridget Maintenance & Evaluation			\$500,000		\$500,000	Borrow
Two Way Radio System Phase 2				\$75,000	\$75,000	Taxation
<b>WATER/SEWER ENTERPRISE</b>	<b>\$5,375,000</b>	<b>\$8,805,000</b>	<b>\$4,885,000</b>	<b>\$8,549,350</b>	<b>\$27,614,350</b>	
Water/Sewer Vehicles	\$100,000	\$195,000	\$225,000	\$225,000	\$745,000	Reserves
Hydrant Replacement Program	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000	Reserves
Major Water Main Replacement	\$3,000,000	\$3,000,000	\$4,000,000	\$6,000,000	\$16,000,000	Borrow
Water Treatment Plant GAC Replacement			\$450,000	\$450,000	\$900,000	Reserves
WTP Parking Area Improvements			\$110,000		\$110,000	Reserves
WTP Electrical Substation Replacement	\$500,000	\$5,000,000			\$5,500,000	Borrow
Bancroft High Lift Pumps	\$750,000				\$750,000	Borrow
Minor Sanitary Sewer Collection System Improvements	\$50,000	\$50,000		\$50,000	\$150,000	Reserves
Enmore Street Reconstruction	\$50,000				\$50,000	Reserves
Enmore Street Reconstruction	\$525,000				\$525,000	Re-Purpose Borrow
WTP New Heating System	\$300,000				\$300,000	Borrow
Date Street Pumping Station Replacement		\$360,000			\$360,000	Borrow
Inflow/Infiltration Removal Program		\$100,000		\$150,000	\$250,000	Reserves
Shawsheen Pump Station				\$1,574,350	\$1,574,350	Borrow
<b>PLANT &amp; FACILITIES</b>	<b>\$1,365,000</b>	<b>\$2,231,000</b>	<b>\$2,353,000</b>	<b>\$2,680,000</b>	<b>\$8,629,000</b>	
Town Projects - Building	\$275,000	\$360,000	\$380,000	\$380,000	\$1,395,000	Taxation
Town Projects - Mechanical & Electrical	\$170,000	\$280,000	\$280,000	\$280,000	\$1,010,000	Taxation
Town Vehicle Replacement	\$105,000	\$51,000	\$123,000	\$35,000	\$314,000	Taxation
Major Town Projects	\$320,000	\$775,000	\$650,000	\$825,000	\$2,570,000	Borrow
Town & School Energy Initiatives	\$420,000	\$565,000	\$420,000	\$300,000	\$1,705,000	Borrow/Free Cash
Town & School Security Projects			\$100,000		\$100,000	Taxation
Town Playground Replacements	\$75,000	\$200,000	\$400,000	\$650,000	\$1,325,000	Taxation
Town and School Security Projects				\$210,000	\$210,000	Taxation
<b>SCHOOL</b>	<b>\$3,040,643</b>	<b>\$2,962,000</b>	<b>\$2,091,600</b>	<b>\$6,080,000</b>	<b>\$14,174,243</b>	
School Projects - All Schools	\$622,611	\$585,000	\$585,000	\$650,000	\$2,442,611	Taxation
School - Projects by Building	\$60,000	\$455,000	\$426,600	\$500,000	\$1,441,600	Taxation
Textbooks	\$379,500				\$379,500	Taxation
Major School Projects	\$770,000	\$722,000	\$920,000	\$4,930,000	\$7,342,000	Borrow
Student Fleet Refresh	\$233,532				\$233,532	Taxation
Elementary School Projector Refresh	\$200,000				\$200,000	Taxation
High Plain/Woodhill Air Condition Upgrade	\$775,000				\$775,000	Borrow
AHS Feasibility Study			\$160,000		\$160,000	Free Cash
West Elementary Feasibility Study		\$1,200,000			\$1,200,000	Free Cash
<b>Grand Total</b>	<b>\$32,928,163</b>	<b>\$26,536,806</b>	<b>\$19,441,297</b>	<b>\$27,231,737</b>	<b>\$106,138,003</b>	

# FINANCIAL DATA

## Five Year Financial Projection

	FY 2020	FY 2021	Dollar Change	Percent Change	FY 2022	FY 2023	FY 2024	FY 2025
<b>REVENUE</b>								
Property Taxes								
Prior Year Levy	142,600,950	150,466,594	7,865,644	5.52%	156,159,681	161,995,095	167,976,394	174,107,225
2 1/2% Increase	3,565,024	3,761,665	196,641	5.52%	3,903,992	4,049,877	4,199,410	4,352,681
New Growth	4,300,620	1,931,422	(2,369,199)	-55.09%	1,931,422	1,931,422	1,931,422	1,931,422
Unused Excess Levy Capacity	(2,630,784)	(300,000)	2,330,784	-88.60%	(300,000)	(300,000)	(300,000)	(300,000)
Exempt Debt Service	3,782,989	3,530,110	(252,879)	-6.68%	3,003,961	2,681,726	2,292,609	1,917,907
<b>Total Property Taxes</b>	<b>151,618,799</b>	<b>159,389,791</b>	<b>7,770,992</b>	<b>5.13%</b>	<b>164,699,056</b>	<b>170,358,120</b>	<b>176,099,834</b>	<b>182,303,234</b>
Slate Aid	13,975,879	14,467,011	491,132	3.51%	14,991,119	15,535,418	16,100,699	16,687,785
Local Receipts	13,010,017	13,497,890	487,873	3.75%	13,508,265	13,518,899	13,529,800	13,540,972
Free Cash for CIP & Articles	2,610,000	4,515,000	1,905,000	0.00%	-	-	-	-
Other Revenues - Indirects, Cable, Bond Prem	2,151,642	2,162,092	10,450	0.49%	2,154,316	2,093,533	2,156,820	2,222,558
<b>TOTAL REVENUES</b>	<b>183,366,337</b>	<b>194,031,784</b>	<b>10,665,447</b>	<b>5.82%</b>	<b>195,352,755</b>	<b>201,505,970</b>	<b>207,887,152</b>	<b>214,754,250</b>
<b>APPROPRIATIONS - Debt/Obligations/Capital</b>								
Capital & Debt Service								
Non-Exempt Debt Service	6,705,875	7,224,376	518,501	7.73%	8,468,233	9,224,085	9,951,298	10,731,758
Exempt Debt Service	3,859,110	3,601,449	(257,661)	-6.68%	3,068,924	2,740,312	2,344,818	2,257,739
Cash Capital Outlay	3,963,698	4,311,108	347,410	8.76%	5,797,018	5,115,427	5,172,364	4,569,712
<b>Total General Fund Capital</b>	<b>14,528,683</b>	<b>15,136,933</b>	<b>608,250</b>	<b>4.19%</b>	<b>17,334,175</b>	<b>17,079,824</b>	<b>17,468,480</b>	<b>17,559,209</b>
Obligations - Fixed Costs								
Retirement	11,410,355	13,610,301	2,199,946	19.28%	12,771,561	13,694,754	14,680,776	15,737,792
Insurance/Workers Comp	1,064,473	1,170,921	106,447	10.00%	1,288,013	1,416,814	1,558,495	1,714,345
Unemployment Compensation	160,000	160,000	0	0.00%	160,000	160,000	160,000	160,000
Health Insurance	22,629,144	23,986,893	1,357,749	6.00%	25,905,844	27,978,312	30,216,577	32,633,903
Less: Retiree Savings To OPEB	(906,194)	(951,054)	(44,860)	(999,079)	(999,079)	(1,039,042)	(1,080,604)	(1,123,828)
Less: New Employee Contribution Split	(382,108)	(595,703)	(1,099,294)	(942,106)	(942,106)	(1,391,044)	(1,418,865)	(1,447,242)
Total Health Insurance	21,340,842	22,440,136	1,099,294	5.15%	23,964,659	25,548,226	27,717,108	30,062,833
OPEB	1,569,559	1,631,003	61,444	3.92%	1,696,026	1,753,413	1,812,834	1,874,364
OPEB Original	663,365	679,949	16,584	2.50%	696,947	714,371	732,230	750,536
OPEB Additional Retiree Savings	906,194	951,054	44,860	4.95%	999,079	1,039,042	1,080,604	1,123,828
<b>Total General Fund Obligations</b>	<b>50,073,912</b>	<b>54,149,293</b>	<b>4,824,880</b>	<b>9.64%</b>	<b>57,214,434</b>	<b>59,653,031</b>	<b>63,397,694</b>	<b>67,108,543</b>
State Assessments	718,202	736,157	17,955	2.50%	754,561	773,425	792,761	812,580
Offset Aid - Assistance to Libraries	46,721	46,721	-	0.00%	46,721	46,721	46,721	46,721
Technical School Assessment	647,149	666,563	19,414	3.00%	686,560	707,157	728,372	750,223
Overlay Reserve	1,200,000	900,000	(300,000)	-25.00%	900,000	900,000	900,000	900,000
Warrant Articles - From Taxation	33,000	358,000	325,000	984.85%	33,000	33,000	33,000	33,000
Warrant Articles - From Free Cash	2,610,000	4,515,000	1,905,000	0.00%	-	-	-	-
Other - Court Judgements & Deficits	0	150,744	150,744,000	0.00%	150,000	150,000	150,000	150,000
<b>Total Debt/Obligations/Capital</b>	<b>55,328,984</b>	<b>61,522,479</b>	<b>6,942,993</b>	<b>12.55%</b>	<b>59,785,277</b>	<b>62,263,334</b>	<b>66,048,547</b>	<b>69,801,066</b>
<b>APPROPRIATIONS - Town &amp; School Operations</b>								
Town	42,107,545	43,265,502	1,157,957	2.75%	44,455,304	45,677,824	46,933,965	48,224,649
School	85,854,808	89,168,803	3,313,996	3.86%	92,512,633	95,981,857	99,581,177	103,315,471
GF Kindergarten Fee Offset/Personal Services (1)	75,000	75,000	-	0.00%	75,000	75,000	75,000	75,000
<b>Total Appropriations for Operations</b>	<b>128,037,352</b>	<b>132,509,305</b>	<b>4,471,953</b>	<b>3.49%</b>	<b>137,042,937</b>	<b>141,734,682</b>	<b>146,590,141</b>	<b>151,615,119</b>
<b>TOTAL APPROPRIATIONS</b>	<b>183,366,337</b>	<b>194,031,784</b>	<b>11,414,946</b>	<b>6.23%</b>	<b>196,828,214</b>	<b>203,998,015</b>	<b>212,638,688</b>	<b>221,416,186</b>
<b>BALANCE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>		<b>(1,475,458)</b>	<b>(2,492,045)</b>	<b>(4,751,536)</b>	<b>(6,661,936)</b>

# FINANCIAL DATA

REVENUE AND EXPENDITURE PROJECTIONS	10/1/2019		11/1/19		11/1/19		11/1/19		11/1/19		11/1/19		FY21 ASSUMPTIONS
	FY2019 RECAP	FY2020 BUDGET	FY2021 PROJECTION	FY2022 PROJECTION	FY2023 PROJECTION	FY2024 PROJECTION	FY2025 PROJECTION	FY2023 PROJECTION	FY2024 PROJECTION	FY2025 PROJECTION	FY2023 PROJECTION	FY2024 PROJECTION	
<b>PROPERTY TAXES</b>													
Phar year Tax Levy Limit	136,417,582	142,600,980	150,466,594	156,159,681	161,995,095	167,976,594	174,107,235	161,995,095	167,976,594	174,107,235	161,995,095	167,976,594	Beginning tax levy limit based on full levy FY20
Animal Increase	3,410,440	3,565,024	3,761,665	3,903,992	4,049,877	4,199,410	4,352,681	4,049,877	4,199,410	4,352,681	4,049,877	4,199,410	Additional 2.5% allowed by law
Certified New Growth	2,772,929	4,300,620	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	New growth estimate based on 3-yr. avg.
Unused Tax Levy Capacity	(1,133,565)	(2,630,784)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	Unused Levy ATM 2015
<b>TOTAL</b>	141,467,385	147,835,810	155,859,681	161,695,096	167,676,594	173,807,225	180,091,327	155,859,681	161,695,096	167,676,594	173,807,225	180,091,327	
<b>ADDITIONAL PROP 2.12 PROPERTY TAXES</b>													
Debt Service Election (Existing)	3,981,010	3,859,110	3,601,469	3,068,924	2,740,312	2,344,818	2,257,739	3,601,469	3,068,924	2,740,312	2,344,818	2,257,739	Existing bonded projects
Less Premium Adjustment	(781,114)	(716,121)	(711,359)	(694,965)	(685,586)	(672,609)	(665,829)	(711,359)	(694,965)	(685,586)	(672,609)	(665,829)	Per Town Acct calculation
<b>TOTAL</b>	3,902,896	3,782,989	3,530,110	3,003,961	2,681,726	2,292,609	2,211,907	3,530,110	3,003,961	2,681,726	2,292,609	2,211,907	
<b>STATE AID</b>													
Chapter 70 Education Aid	10,595,662	11,668,291	12,135,023	12,620,424	13,125,240	13,650,250	14,196,260	12,135,023	12,620,424	13,125,240	13,650,250	14,196,260	Final Cherry Sheet/Increase 4%
Charter Tuition/Capital Assessment Reimbursement	4,378	28,452	28,452	28,452	28,452	28,452	28,452	28,452	28,452	28,452	28,452	28,452	Final Cherry Sheet
Reserve for Direct Expenditures (CS Offsets)	46,474	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	Final Cherry Sheet
Veterans Benefits	49,780	70,563	57,015	57,015	57,015	57,015	57,015	57,015	57,015	57,015	57,015	57,015	Final Cherry Sheet
Vol. Blind, Surv Spouse Exempt	39,662	41,074	41,074	41,074	41,074	41,074	41,074	41,074	41,074	41,074	41,074	41,074	Final Cherry Sheet
State Owned Land	207,959	223,355	223,355	223,355	223,355	223,355	223,355	223,355	223,355	223,355	223,355	223,355	Final Cherry Sheet
General Municipal Aid	1,847,539	1,897,423	1,935,371	1,974,079	2,013,560	2,053,832	2,094,908	1,935,371	1,974,079	2,013,560	2,053,832	2,094,908	Final Cherry Sheet/Increase 2%
<b>TOTAL</b>	12,830,454	13,975,879	14,467,011	14,991,119	15,535,418	16,100,699	16,687,785	14,467,011	14,991,119	15,535,418	16,100,699	16,687,785	
<b>GENERAL LOCAL REVENUES</b>													
Motor Vehicle Excise	5,369,811	5,826,858	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	Historical Receipts/Future Projection
Licenses/Permits	2,732,111	2,400,000	2,362,924	2,362,924	2,362,924	2,362,924	2,362,924	2,362,924	2,362,924	2,362,924	2,362,924	2,362,924	"
Penalties/Interest	426,345	461,500	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	"
Fines	339,848	242,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	"
General Government	292,378	250,950	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	"
Fees	82,813	59,850	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	"
Investment Income	81,252	631,299	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	"
Multi-Tax	550,528	588,349	588,349	588,349	588,349	588,349	588,349	588,349	588,349	588,349	588,349	588,349	"
Multi/Mod'd Excise	1,692,777	1,793,321	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	"
Medical Reimbursement	35,3279	366,924	386,017	386,017	386,017	386,017	386,017	386,017	386,017	386,017	386,017	386,017	"
Miscellaneous/PILOTS	582,009	412,000	415,000	425,325	446,019	456,009	458,082	415,000	425,325	446,019	456,009	458,082	Increase 2.5%
<b>TOTAL</b>	12,250,042	13,010,017	13,497,890	13,508,266	13,538,899	13,529,800	13,540,972	13,497,890	13,508,266	13,538,899	13,529,800	13,540,972	Based on avail bal/reserved direct exp within dept. budgets
<b>OFFSET LOCAL REVENUES</b>													
Community Services	583,510	583,510	583,510	583,510	583,510	583,510	583,510	583,510	583,510	583,510	583,510	583,510	"
Youth Services	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	"
Elder Services	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	"
Municipal Facilities	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	"
Spring Grove Cemetery	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	"
Police Off-Duty Fee	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	"
Ambulance	1,300,000	1,350,000	1,396,909	1,396,909	1,396,909	1,396,909	1,396,909	1,396,909	1,396,909	1,396,909	1,396,909	1,396,909	"
<b>TOTAL</b>	2,219,510	2,273,992	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	"
<b>ENTERPRISE FUNDS</b>													
Water and Sewer Rates and Operating Reserves	14,556,169	14,686,689	15,846,666	16,383,886	16,623,463	16,790,769	16,805,869	15,846,666	16,383,886	16,623,463	16,790,769	16,805,869	Reserved direct expenditure in GF Dept Budget
<b>TOTAL</b>	14,556,169	14,686,689	15,846,666	16,383,886	16,623,463	16,790,769	16,805,869	15,846,666	16,383,886	16,623,463	16,790,769	16,805,869	Actual Dept Officer - Final Payment FY22
<b>OTHER AVAILABLE FUNDS - BUDGET</b>													
OS/Solar Parking Fund (Opening Budget)	138,883	140,073	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	Cemetery Maintenance
Cable - Technology P&I	239,637	235,850	189,000	122,000	122,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	Youth Center Exp
Cemetery Personnel Care	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	Wetlands
Andover Youth Foundation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	"
CDMP Wetland fees	25,000	25,000	25,000	38,000	38,000	206,000	206,000	25,000	25,000	25,000	25,000	25,000	"
<b>TOTAL</b>	439,520	436,923	395,000	372,870	372,870	200,000	200,000	395,000	372,870	372,870	200,000	200,000	Cable Funds FY-2 (CP 11/1/19)
<b>OTHER AVAILABLE FUNDS - ARTICLES</b>													
Cable IT	200,000	372,870	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	"
Cable Operating	452,902	377,108	-	-	-	-	-	-	-	-	-	-	"
Water/Sewer Reserves and Articles	445,000	885,000	1,275,000	875,000	875,000	1,435,000	1,410,000	1,275,000	875,000	875,000	1,435,000	1,410,000	DPW 12-\$225K, DPW 17-\$100K, DPW 18-\$450K, DPW 23-\$50K, DPW 30-\$150K, WTR-\$3
Water/Sewer Reserves Operating	49,304	48,877	943,603	1,350,050	1,628,002	1,810,158	2,529,944	943,603	1,350,050	1,628,002	1,810,158	2,529,944	Water/Sewer Projections 10/31/19
Overly Surplus	32,000	32,000	-	-	-	-	-	-	-	-	-	-	"
Parking Funds	75,000	40,000	-	-	-	-	-	-	-	-	-	-	"
Elder Service Stabilization Transfer	12,000	700,000	-	-	-	-	-	-	-	-	-	-	"
Debt Re-Purpose	-	415,243	-	-	-	-	-	-	-	-	-	-	"
Columbia Gas Settlement	-	19,190,250	-	-	-	-	-	-	-	-	-	-	"
Bond Premium/Stabilization	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	Estimate
<b>TOTAL</b>	1,366,206	22,161,278	2,518,603	2,325,050	2,628,002	3,345,158	4,039,944	2,518,603	2,325,050	2,628,002	3,345,158	4,039,944	"
<b>FREE CASH</b>													
Capital Projects - Articles	2,514,000	2,610,000	4,515,000	-	-	-	-	-	-	-	-	-	FY21 CIP
Opening Budget - FY18	2,000,000	-	-	-	-	-	-	-	-	-	-	-	"
Other Articles	-	-	-	-	-	-	-	-	-	-	-	-	"
<b>TOTAL</b>	4,714,000	2,610,000	4,515,000	-	-	-	-	-	-	-	-	-	"
<b>* GRAND TOTAL REVENUES *</b>	193,746,173	220,773,577	212,950,862	214,556,277	221,190,703	228,393,161	235,904,706	212,950,862	214,556,277	221,190,703	228,393,161	235,904,706	
<b>INCREASE OVER PRIOR YEAR</b>	5.46%	13.90%	-3.50%	0.80%	3.10%	3.30%	3.30%	-3.50%	0.80%	3.10%	3.30%	3.30%	

# FINANCIAL DATA

REVENUE AND EXPENDITURE PROJECTIONS	10/15/18		11/1/19		11/1/19		FY2022		FY2023		FY2024		FY2025		FY21 ASSUMPTIONS
	FY2019	BUDGET	FY2020	PROJECTION	FY2021	PROJECTION	FY2022	PROJECTION	FY2023	PROJECTION	FY2024	PROJECTION	FY2025	PROJECTION	
<b>OBLIGATIONS</b>															
Retirement	1037,137	1,410,555	1,410,301	13,600,301	12,711,561	15,694,754	14,680,776	15,737,792	17,143,345	15,588,495	15,588,495	15,588,495	15,588,495	15,588,495	ARB 1/18 Funded 205 72% Increase Per Year less est AHA + \$1.7M Increase 10%
Insurance/Workers Comp	967,703	1,064,473	1,170,921	1,288,013	1,288,013	1,416,814	1,558,495	1,714,345	1,714,345	1,714,345	1,714,345	1,714,345	1,714,345	1,714,345	Increase 0% FY21 - FY25
Unemployment Compensation	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	Increase 6% FY21 - 8% FY22-FY25
Health Insurance	21,592,695	21,629,144	23,986,893	23,986,893	25,505,844	27,978,312	30,216,577	32,633,403	32,633,403	30,216,577	30,216,577	30,216,577	30,216,577	30,216,577	Retire Savings to OPEB Contribution Change (1,123,828)
Health Insurance Savings Offset to OPEB	(769,703)	(906,194)	(951,054)	(951,054)	(999,079)	(1,039,042)	(1,080,064)	(1,123,828)	(1,123,828)	(1,080,064)	(1,080,064)	(1,080,064)	(1,080,064)	(1,080,064)	BF 7/1/17 Emp 30%/Town 70% HMO Plans, 20 New per Yr (1,447,242)
Health Insurance Savings New Employee Contributions	(160,917)	(382,108)	(595,703)	(595,703)	(942,106)	(1,391,044)	(1,418,865)	(1,447,242)	(1,447,242)	(1,418,865)	(1,418,865)	(1,418,865)	(1,418,865)	(1,418,865)	Final Cherry Sheet/Inc 2.5%
Other State Assessments	836,811	718,202	738,157	738,157	754,561	773,425	792,761	812,580	812,580	792,761	792,761	792,761	792,761	792,761	Reval Year 2020
Overlays	830,407	1,200,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	Increase 2.5%
OPEB Original	647,185	663,365	679,949	679,949	696,947	714,371	732,230	750,536	750,536	732,230	732,230	732,230	732,230	732,230	Per OPEB Funding Schedule
OPEB Additional Retiree Savings	769,703	906,194	951,054	951,054	999,079	1,039,042	1,080,064	1,123,828	1,123,828	1,080,064	1,080,064	1,080,064	1,080,064	1,080,064	Increase 3%
Technical Schools	628,300	647,149	666,563	666,563	686,560	707,157	728,372	750,223	750,223	728,372	728,372	728,372	728,372	728,372	Per TM Projection OPEB Est Retirement Included
Water and Sewer Operating Budget	842,880	8,333,066	8,569,030	8,569,030	8,809,661	9,057,152	9,311,698	9,573,536	9,573,536	9,311,698	9,311,698	9,311,698	9,311,698	9,311,698	Cherry sheet offsets
Reserve for Direct Expenditures	46,674	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	46,721	Overly/court judgments/deficits to be raised
Other Local Expenditures (Deficits to be Raised)	44,348,796	46,492,367	50,081,576	51,227,765	51,227,765	51,227,765	51,227,765	51,227,765	51,227,765	51,227,765	51,227,765	51,227,765	51,227,765	51,227,765	
<b>TOTAL</b>															
<b>DEBT SERVICE</b>															
Existing Non-Exempt General Fund Debt	57,150,442	6,285,025	5,827,465	5,827,465	5,713,456	5,286,080	5,032,173	4,814,650	4,814,650	5,032,173	5,032,173	5,032,173	5,032,173	5,032,173	Actual Debt
Appropriated/Not Borrowed Non-Exempt General Fund	-	-	1,022,911	1,022,911	1,641,197	1,954,712	1,888,357	1,841,452	1,841,452	1,888,357	1,888,357	1,888,357	1,888,357	1,888,357	Per 10/31/19 GF Debt Analysis
New General Fund CIP PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Per 10/31/19 GF Debt Analysis
Cable Funds - Technology	239,637	235,850	189,000	189,000	122,000	80,638	2,845,768	3,890,556	3,890,556	2,845,768	2,845,768	2,845,768	2,845,768	2,845,768	Actual Cable Funds Offset
BAN Interest non-exempt	80,000	80,000	80,000	80,000	80,000	80,000	80,000	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	105,000	105,000	105,000	105,000	105,000	105,000	105,000	Actual Debt
Existing Water and Sewer Debt	4,413,212	4,549,638	4,344,280	4,344,280	4,132,080	3,526,002	3,185,808	2,557,926	2,557,926	3,185,808	3,185,808	3,185,808	3,185,808	3,185,808	Per 10/31/19 Water/Sewer Debt Analysis
New Water and Sewer CIP PROJECTS	-	-	1,668,867	1,668,867	2,524,880	3,339,678	3,711,601	4,747,123	4,747,123	3,711,601	3,711,601	3,711,601	3,711,601	3,711,601	
Water and sewer BAN interest/bond expense	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
New Exempt Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Existing Exempt Debt - School and Public Safety Center	3,981,010	3,859,110	3,601,449	3,601,449	3,068,924	2,740,312	2,344,818	2,257,739	2,257,739	2,344,818	2,344,818	2,344,818	2,344,818	2,344,818	Actual Debt
<b>TOTAL</b>	14,568,901	15,149,623	16,875,972	16,875,972	18,229,117	18,865,077	19,228,325	20,329,546	20,329,546	19,228,325	19,228,325	19,228,325	19,228,325	19,228,325	
Capital Projects Fund from taxation	3,265,077	3,963,698	4,311,108	4,311,108	5,797,018	5,115,427	5,172,364	4,569,712	4,569,712	5,172,364	5,172,364	5,172,364	5,172,364	5,172,364	FY21-FY25 CIP Actual Requests
Capital Projects Fund from taxation	3,265,077	3,963,698	4,311,108	4,311,108	5,797,018	5,115,427	5,172,364	4,569,712	4,569,712	5,172,364	5,172,364	5,172,364	5,172,364	5,172,364	
<b>TOTAL</b>	2,219,510	2,273,992	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	2,320,901	
<b>ORSEITA AVAILABLE FUNDS EXPENDITURES</b>	193,883	195,073	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	Parking (\$145,000)/Wetlands (\$25,000)/AVS (\$30,000)
Other Available Funds - Budget	2,413,393	2,469,065	2,520,901	2,520,901	2,520,901	2,520,901	2,520,901	2,520,901	2,520,901	2,520,901	2,520,901	2,520,901	2,520,901	2,520,901	
<b>TOTAL</b>	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
<b>ARTICLES</b>															
Transfer to Stabilization Fund	2,314,000	2,610,000	4,515,000	4,515,000	-	-	-	-	-	-	-	-	-	-	
Capital Projects Articles - Free Cash	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	
Operating Budget (S&E) - FY18 - Free Cash	445,000	885,000	1,275,000	1,275,000	875,000	900,000	1,435,000	1,410,000	1,410,000	1,435,000	1,435,000	1,435,000	1,435,000	1,435,000	DPW12-S25K-DPW17-S100K-DPW18-S450K-DPW23-S80K-DPW20-S150K-WTR-S38
Articles from Water/Sewer reserves	75,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	
Parking Funds	452,902	377,108	338,000	338,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	Transp-\$14K-Civic Events-\$5K-Fireworks-\$14K-\$32.5K-Stabilization
Elder Services Stabilization Transfer	-	415,243	-	-	-	-	-	-	-	-	-	-	-	-	
Cable Operating	-	19,190,250	206,000	206,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
Articles from taxation	-	410,870	6,354,000	6,354,000	914,000	999,000	1,474,000	1,449,000	1,449,000	1,474,000	1,474,000	1,474,000	1,474,000	1,474,000	Cable Funds IT-2/Cemetery-\$6K
Debt Re-Purpose	-	24,661,471	80,141,557	80,141,557	78,688,798	81,648,067	86,254,555	90,651,523	90,651,523	86,254,555	86,254,555	86,254,555	86,254,555	86,254,555	
Columbia Gas Settlement	-	128,037,353	132,809,305	132,809,305	135,867,479	139,542,636	145,138,605	145,253,184	145,253,184	145,138,605	145,138,605	145,138,605	145,138,605	145,138,605	
Other Available Funds	238,000	410,870	206,000	206,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
<b>TOTAL</b>	6,053,992	92,736,224	92,736,224	92,736,224	92,736,224	92,736,224	92,736,224	92,736,224	92,736,224	92,736,224	92,736,224	92,736,224	92,736,224	92,736,224	
<b>* TOTAL DEDUCTIONS *</b>	123,096,105	128,037,353	132,809,305	132,809,305	135,867,479	139,542,636	145,138,605	145,253,184	145,253,184	145,138,605	145,138,605	145,138,605	145,138,605	145,138,605	
<b>BAL. FOR TOWN &amp; SCHOOL OPERATING BUDGETS</b>	4,126,830	4,941,249	4,771,952	4,771,952	3,068,174	3,075,157	2,595,969	3,114,578	3,114,578	2,595,969	2,595,969	2,595,969	2,595,969	2,595,969	
<b>\$ INCREASE FOR TOWN &amp; SCHOOL OPERATING BUDGET</b>	3.47%	4.01%	3.73%	3.73%	2.30%	2.70%	1.86%	2.19%	2.19%	1.86%	1.86%	1.86%	1.86%	1.86%	
<b>% INCREASE OVER PRIOR YEAR</b>	193,746,173	220,773,577	212,950,862	212,950,862	214,556,277	221,190,703	228,393,161	235,904,706	235,904,706	228,393,161	228,393,161	228,393,161	228,393,161	228,393,161	

# FINANCIAL DATA

DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2019 PRINCIPAL & INTEREST								
ISSUE	ARTICLE	2020	2021	2022	2023	2024	2025	TOTAL ALL YEARS
<b>EXEMPT DEBT</b>								
<b>SCHOOL</b>								
SCHOOL BONDS EXEMPT REFI	ART 19, 1999	117,875.00	-	-	-	-	-	117,875.00
SCHOOL BONDS - Sewer REFI	ART 9, 2000	149,100.00	142,800.00	-	-	-	-	291,900.00
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	362,987.50	348,137.50	333,487.50	318,543.75	-	-	1,363,156.25
BANCROFT FEASIBILITY	ART 59, 2009	12,412.50	12,112.50	11,812.50	11,500.00	11,275.00	6,100.00	103,975.05
MIDDLE/EL SCHOOL Refi NC	ART 9, 2000	197,000.00	175,900.00	165,200.00	159,600.00	154,000.00	148,400.00	1,142,900.00
BANCROFT SCHOOL	ART 03, 2012	1,034,250.00	1,013,250.00	985,250.00	957,250.00	929,250.00	901,250.00	12,142,375.00
BANCROFT SCHOOL	ART 03, 2012	1,047,312.50	1,014,562.50	981,812.50	949,062.50	916,312.50	883,562.50	12,674,500.00
BANCROFT SCHOOL	ART 1, 2013	197,650.00	191,400.00	180,150.00	174,150.00	168,150.00	162,150.00	2,344,150.00
BANCROFT SCHOOL	ART 3, 2010	7,762.50	7,562.50	7,362.50	7,162.50	6,962.50	6,762.50	102,325.00
BANCROFT SCHOOL	ART 1, 2013	61,287.50	59,687.50	58,087.50	56,487.50	54,887.50	53,287.50	782,225.00
BANCROFT SCHOOL	ART 3, 2010	78,360.00	76,860.00	72,405.00	73,950.00	72,450.00	70,700.00	1,129,150.00
TOTAL SCHOOL	017112-5741	3,265,997.50	3,042,272.50	2,795,567.50	2,707,706.25	2,313,287.50	2,232,212.50	32,194,531.30
<b>PUBLIC SAFETY</b>								
PUBLIC SAFETY CENTER REFI	ART 16, 1999	287,350.00	270,300.00	-	-	-	-	557,650.00
PUBLIC SAFETY CENTER REFI	ART 40, 2001	11,050.00	10,600.00	10,200.00	-	-	-	31,850.00
PUBLIC SAFETY CENTER REFI	ART 16, 1999	259,075.00	243,600.00	229,500.00	-	-	-	732,175.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	5,887.51	5,696.88	5,500.00	5,300.00	5,100.00	-	27,484.39
PUBLIC SAFETY CENTER	ART 10-1, 2002	29,750.00	28,979.68	28,156.26	27,306.26	26,429.68	25,526.56	250,457.82
TOTAL PUBLIC SAFETY CENTER	017112-5746	593,112.51	559,176.56	273,356.26	32,606.26	31,529.68	25,526.56	1,599,617.21
TOTAL EXEMPT		3,859,110.01	3,601,449.06	3,068,923.76	2,740,312.51	2,344,817.18	2,257,739.06	33,794,148.51
<b>PUBLIC SERVICE ENTERPRISES</b>								
<b>WATER DEBT</b>								
WATER TREATMENT PLANT	ART 42, 2002	50,580.00	49,230.00	47,880.00	46,473.75	43,483.75	-	237,647.50
WATER SYSTEM	ART 20, 2003	112,007.50	109,007.50	101,107.50	98,138.75	93,035.00	-	513,296.25
WATER MAINS REFINANCED	ART 43, 2002	29,876.00	28,876.00	27,876.00	21,976.00	21,176.00	19,788.00	149,568.00
WATER SYSTEM	ART 20, 2008	64,712.50	62,825.00	60,912.50	58,975.00	57,000.00	55,000.00	463,425.00
WATER PLANT (WPAT)	ART 34, 2005	283,575.89	283,575.84	283,576.17	283,575.87	283,575.89	283,576.13	2,268,607.92
WATER PLANT (WPAT)	ART 34, 2005	38,370.28	38,370.23	38,370.23	38,371.01	38,370.31	38,370.86	383,705.00
WATER SYSTEM	ART 20, 2003	99,375.01	96,515.63	93,562.50	85,662.50	82,862.50	80,062.50	761,034.39
WATER SYSTEM	ART 34, 2005	67,062.50	65,156.25	63,187.50	61,187.50	59,187.50	57,187.50	532,250.00
WATER TREATMENT PLANT	ART 34, 2010	18,975.00	18,525.00	18,075.00	12,662.50	12,437.50	12,200.00	170,400.00
WTP GRANULAR CARBON	ART 33, 2010	43,200.00	42,000.00	40,800.00	-	-	-	126,000.00
WATER TREATMENT PLANT	ART 33, 2010	32,400.00	31,200.00	-	-	-	-	63,600.00
WATER MAINS	ART 31, 2010	36,937.50	36,187.50	35,187.50	34,187.50	33,187.50	32,187.50	433,656.26
WATER TREATMENT PLANT PUMP	ART 44, 2011	11,100.00	10,800.00	10,400.00	-	-	-	32,300.00
WATER MAIN CONSTRUCTION	ART 42, 2011	40,031.26	38,781.26	37,531.26	36,281.26	35,031.26	33,781.26	486,125.10
WATER MAIN REPLACEMENT	ART 35, 2012	117,587.50	113,837.50	105,087.50	101,587.50	98,087.50	94,587.50	1,371,900.00
HYDRANT REPLACEMENT	ART 46, 2013	62,500.00	60,000.00	57,500.00	55,000.00	52,500.00	-	287,500.00
WATER MAIN REPLACEMENT	ART 41, 2013	80,062.50	77,562.50	75,062.50	72,562.50	70,062.50	67,562.50	972,250.00
GAC REPLACEMENT	ART 33, 2010	12,500.00	12,000.00	11,500.00	11,000.00	10,500.00	-	57,500.00
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	342,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	342,000.00
FIRE HYDRANT INFRASIT MAINT 1	ART 46, 2016	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	342,000.00
FIRE HYDRANT INFRASIT MAINT 2	ART 22, 2014	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	342,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	43,000.00	41,600.00	40,200.00	38,800.00	32,400.00	31,200.00	227,200.00
WATER STORAGE TANKS REHAB	ART 44, 2016	174,784.00	170,584.00	166,187.00	162,190.00	153,065.00	148,340.00	1,251,710.00
WATER MAIN REPLACEMENT	ART 56, 2015	135,600.00	131,100.00	127,950.00	124,800.00	120,300.00	110,925.00	1,515,675.00
WATER MAIN REPLACEMENT	ART 27, 2017	50,875.00	44,250.00	43,200.00	42,150.00	40,650.00	39,150.00	530,275.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	29,750.00	28,750.00	28,050.00	27,350.00	26,350.00	25,350.00	316,475.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	50,875.00	44,250.00	43,200.00	42,150.00	40,650.00	39,150.00	530,275.00
WTP HEATING SYSTEM	ART 38, 2017	13,000.00	12,500.00	7,200.00	7,025.00	6,775.00	6,525.00	98,025.00
WATER MAIN REPLACEMENT	ART 41, 2016	58,500.00	45,875.00	44,625.00	43,375.00	42,125.00	40,875.00	726,500.00
WATER MAIN REPLACEMENT	ART 27, 2017	175,500.00	137,625.00	133,875.00	130,125.00	126,375.00	122,625.00	2,179,500.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	29,025.00	23,475.00	22,725.00	21,975.00	21,225.00	20,475.00	268,350.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	16,200.00	13,550.00	13,050.00	7,675.00	7,425.00	7,175.00	118,800.00
WTP HEATING SYSTEM	ART 38, 2017	16,950.00	14,050.00	13,550.00	13,050.00	12,550.00	7,175.00	131,050.00
TOTAL WATER	017102-5742	2,242,912.44	2,122,059.21	2,023,428.16	1,902,306.64	1,836,387.21	1,581,268.75	18,572,600.42

# FINANCIAL DATA

DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2019 PRINCIPAL & INTEREST								
ISSUE	ARTICLE	2020	2021	2022	2023	2024	2025	TOTAL ALL YEARS
<b>SEWER DEBT</b>								
SEWER SO MAIN ST (Betterment) REFI	ART 41, 1999	270,325.00	254,400.00	244,800.00	-	-	-	769,525.00
SEWER FOREST HILLS (Betterment) REFI	ART 13, 2000	182,125.00	174,700.00	163,200.00	-	-	-	520,025.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	209,050.00	203,350.00	192,750.00	182,025.00	-	-	787,175.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	54,712.50	48,262.50	46,912.50	45,506.25	-	-	195,393.75
SEWER SO MAIN ST (Betterment)	ART 41, 1999	168,112.50	158,662.50	154,312.50	149,781.25	141,575.00	-	772,443.75
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	229,975.00	223,825.00	212,775.00	201,581.25	197,193.75	-	1,065,350.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	115,314.00	111,514.00	107,714.00	103,914.00	95,214.00	87,057.00	620,727.00
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	64,712.50	62,825.00	60,912.50	58,975.00	57,000.00	55,000.00	483,425.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	258,850.00	251,300.00	243,650.00	235,900.00	228,000.00	220,000.00	1,853,700.00
SEWER SO MAIN ST (Betterment)	ART 35, 2004	80,475.00	78,187.50	75,825.00	73,425.00	71,025.00	68,625.00	638,700.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	299,537.45	290,959.34	282,099.98	258,399.98	259,799.98	255,899.98	2,324,852.92
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	33,531.25	32,578.13	31,593.76	30,593.76	29,593.76	28,593.76	266,125.00
SEWER	Art 33, 2006	21,262.50	20,718.76	20,137.50	19,537.50	18,918.76	18,281.26	185,418.80
SEWER SHAWSHOEN OUTFALL	Art 33, 2007	106,312.50	103,593.76	100,687.50	97,687.50	94,593.76	91,406.26	927,093.80
SEWER - DASCOMB ROAD (Betterment)	Art 36, 2007	14,175.00	13,812.50	13,425.00	13,025.00	12,612.50	12,187.50	123,612.50
SEWER KIRKLAND ROAD (Betterment)	Art 41, 2007	14,175.00	13,812.50	13,425.00	13,025.00	12,612.50	12,187.50	123,612.50
SEWER SAWSHEEN PUMP STATION	Art 64, 2007	14,175.00	13,812.50	13,425.00	13,025.00	12,612.50	12,187.50	123,612.50
SEWER SHAWSHOEN OUTFALL	Art 33, 2008	22,331.26	21,731.26	21,131.26	20,531.26	19,931.26	19,331.26	228,281.36
SEWER	ART 46, 2010	13,575.00	13,275.00	12,975.00	12,662.50	12,437.50	12,200.00	154,650.00
SEWER MAINS	ART 51, 2001	14,887.50	14,487.50	14,087.50	13,687.50	13,287.50	12,887.50	152,187.50
SHAWSHOEN PUMPING STATION	ART 64, 2007	14,775.00	14,475.00	14,075.00	13,675.00	13,275.00	12,875.00	173,462.50
REPAIR SANITARY SEWER	ART 33, 2006	13,137.50	12,837.50	12,437.50	12,037.50	6,637.50	6,437.50	106,681.26
SEWER MAIN CONSTRUCTION	ART 51, 2008	22,162.50	21,712.50	21,112.50	20,512.50	19,912.50	19,312.50	260,193.76
SEWER MAIN CONSTRUCTION	ART 32, 2010	36,937.50	36,187.50	35,187.50	34,187.50	33,187.50	32,187.50	433,656.26
SEWER INFRASTRUCTURE VEHICLE	ART 37, 2012	32,100.00	31,200.00	-	-	-	-	63,300.00
TOTAL SEWER	017102-5743	2,306,726.46	2,222,220.25	2,108,651.50	1,623,695.25	1,349,420.27	976,657.02	13,335,205.22
TOTAL ENTERPRISE		4,549,638.90	4,344,279.46	4,132,079.66	3,526,001.89	3,185,807.48	2,557,925.77	31,907,805.64
<b>GENERAL FUND NON-EXEMPT</b>								
<b>SCHOOL DEBT</b>								
COLLINS CTR HVAC	ART 29, 2004	17,850.00	-	-	-	-	-	17,850.00
SCHOOL RENOVATIONS	ART 11, 2005	62,200.00	60,200.00	58,200.00	51,300.00	49,500.00	47,700.00	375,000.00
WEST EL - ASBESTOS	ART 12, 2002	12,542.50	12,165.00	11,782.50	11,395.00	11,000.00	10,600.00	79,685.00
SCHOOL HVAC	ART 46, 2006	15,925.00	15,391.25	14,840.00	14,280.00	-	-	60,436.25
WEST EL - ASBESTOS	ART 12, 2002	5,687.51	5,496.88	5,300.00	5,100.00	-	-	21,584.39
SCHOOL RENOVATIONS	ART 17, 2006	17,062.51	16,490.63	15,900.00	15,300.00	-	-	64,753.14
SCHOOL RENOVATIONS	ART 11, 2005	34,125.00	32,981.25	31,800.00	30,600.00	-	-	129,506.25
SCHOOL RENOVATIONS	ART 17, 2006	61,818.76	60,187.50	58,443.76	56,643.76	54,787.50	52,875.00	491,568.80
SCHOOL ROOF	ART 17, 2007	109,025.00	106,125.00	103,025.00	99,825.00	96,525.00	93,125.00	846,025.00
SCHOOL RENOVATIONS	ART 28, 2007	33,906.26	33,000.00	32,031.26	31,031.26	30,000.00	28,937.50	259,375.04
SCHOOL ROOF	ART 15, 2007	110,000.00	106,400.00	103,200.00	100,000.00	96,800.00	93,600.00	934,000.00
SCHOOL REMODELING	ART 28, 2007	20,775.00	20,100.00	19,500.00	18,900.00	18,300.00	17,700.00	180,075.00
SCHOOL REPAIRS	ART 27, 2008	74,375.00	67,000.00	65,000.00	63,000.00	61,000.00	59,000.00	605,375.00
SCHOOL REMODELING	ART 28, 2007	21,675.00	21,075.00	20,475.00	19,875.00	19,275.00	18,675.00	205,406.26
SCHOOL REPAIRS	ART 27, 2008	63,200.00	61,400.00	54,600.00	53,000.00	51,400.00	49,800.00	558,350.00
SCHOOL REPAIRS	ART 56, 2009	64,806.26	63,006.26	61,206.26	59,406.26	57,606.26	55,806.26	608,812.60
SCHOOL RENOVATIONS	ART 41, 2010	148,875.00	144,875.00	140,875.00	136,875.00	132,875.00	128,875.00	1,521,875.00
SCHOOL REMODELING	ART 16, 2011	61,087.50	59,737.50	58,387.50	56,981.25	55,968.75	54,900.00	695,925.05
WEST MIDDLE SCHOOL	ART 17, 2011	46,237.50	45,187.50	44,137.50	43,043.75	37,312.50	36,600.00	485,093.75
SCHOOL ROOF REPAIRS	ART 41, 2010	33,937.50	33,187.50	32,437.50	31,656.25	31,093.75	30,500.00	386,625.05
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	50,062.50	48,662.50	42,262.50	41,062.50	39,862.50	38,662.50	467,162.50
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	87,100.00	85,150.00	82,550.00	79,950.00	77,350.00	74,750.00	695,500.00
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	36,937.50	36,187.50	35,187.50	34,187.50	33,187.50	32,187.50	433,656.26
BANCROFT SCHOOL	ART 1, 2013	72,056.26	69,806.26	67,556.26	65,306.26	63,056.26	60,806.26	875,025.10
SCHOOL REPAIRS	ART 36, 2013	72,056.26	69,806.26	67,556.26	65,306.26	63,056.26	60,806.26	875,025.10
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	192,150.00	186,150.00	180,150.00	174,150.00	168,150.00	162,150.00	2,333,400.00
WEST MIDDLE HVAC	ART 38, 2013	119,950.00	115,700.00	111,450.00	107,200.00	102,950.00	93,700.00	995,350.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	139,000.00	135,000.00	131,000.00	127,000.00	123,000.00	119,000.00	1,319,000.00
BANCROFT SCHOOL	ART 1, 2013	22,800.00	22,200.00	21,600.00	21,000.00	20,400.00	19,800.00	284,662.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	55,775.00	54,425.00	53,075.00	51,725.00	50,375.00	43,900.00	389,825.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	61,850.00	60,350.00	58,850.00	52,425.00	51,075.00	49,500.00	427,650.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	61,850.00	60,350.00	58,850.00	52,425.00	51,075.00	49,500.00	427,650.00
COLLINS CENTER FAÇADE	ART 29, 2016	142,175.00	137,925.00	134,950.00	131,975.00	127,725.00	123,475.00	2,100,300.00
HIGH PLAIN/WOODHILL AC UPGRADE	ART 45, 2017	61,725.00	59,475.00	57,900.00	56,325.00	54,075.00	51,825.00	478,825.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	48,125.00	46,375.00	45,150.00	43,925.00	42,175.00	40,425.00	377,300.00
COLLINS CENTER FAÇADE	ART 29, 2016	35,100.00	27,525.00	26,775.00	26,025.00	25,275.00	24,525.00	435,900.00
HIGH PLAIN/WOODHILL AC UPGRADE	ART 45, 2017	49,875.00	41,500.00	40,000.00	38,500.00	37,000.00	30,625.00	347,500.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	66,750.00	55,500.00	53,500.00	51,500.00	44,625.00	42,875.00	468,750.00
MAJOR SCHOOL PROJECTS	ART 36, 2018	102,150.00	80,450.00	77,950.00	75,450.00	72,950.00	70,450.00	979,050.00
TOTAL SCHOOL	017102-5741	2,492,598.82	2,356,543.79	2,277,453.80	2,193,650.05	2,050,806.28	1,967,656.28	23,238,853.04

# FINANCIAL DATA

DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2019 PRINCIPAL & INTEREST								
ISSUE	ARTICLE	2020	2021	2022	2023	2024	2025	TOTAL ALL YEARS
<b>STREET</b>								
BRIDGE CONSTRUCTION	ART 54, 2005	12,542.50	12,165.00	11,782.50	11,395.00	11,000.00	10,600.00	79,685.00
STORM DRAINS	ART 50, 2008	7,087.50	6,906.26	6,712.50	6,512.50	6,306.26	6,093.76	61,806.30
BRIDGE CONSTRUCTION	ART 52, 2007	7,225.00	7,025.00	6,825.00	6,625.00	6,425.00	6,225.00	68,468.76
BRIDGE CONSTRUCTION	ART 32, 2008	29,118.76	28,318.76	27,518.76	26,718.76	25,918.76	25,118.76	281,500.12
BRIDGE REPAIR	ART 24, 2011	6,787.50	6,637.50	6,487.50	6,331.25	6,218.75	6,100.00	77,325.05
PARKING LOT	ART 25, 2011	6,018.76	5,868.76	5,718.76	5,562.51	5,450.01	5,331.26	44,221.94
DRAINAGE	ART 33, 2011	13,575.00	13,275.00	12,975.00	12,662.50	12,437.50	12,200.00	154,650.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	21,487.50	20,887.50	20,287.50	19,687.50	19,087.50	18,487.50	199,387.50
BRIDGE REPAIR	ART 32, 2008	14,775.00	14,475.00	14,075.00	13,675.00	13,275.00	12,875.00	173,462.50
STORM DRAINAGE	ART 33, 2011	7,387.50	7,237.50	7,037.50	6,837.50	6,637.50	6,437.50	86,731.26
HIGH PLAIN/FISHBROOK	ART 42, 2012	94,687.50	92,587.50	89,787.50	86,987.50	79,187.50	76,587.50	819,806.26
SIDEWALK CONSTRUCTION	ART 20, 2014	26,000.00	-	-	-	-	-	26,000.00
MINOR STORM DRAIN REPAIRS	ART 44, 2015	37,071.00	36,171.00	34,778.50	34,386.00	33,486.00	32,436.00	255,982.50
SIDEWALK CONSTRUCTION - RIVER ST	ART 62, 2015	42,913.00	41,713.00	37,656.50	-	-	-	122,282.50
ENMORE STREET RECONSTRUCTION	ART 29, 2017	51,750.00	42,750.00	41,250.00	39,750.00	38,250.00	36,750.00	382,500.00
<b>TOTAL STREET</b>	<b>017102-5744</b>	<b>378,426.52</b>	<b>336,017.78</b>	<b>322,892.52</b>	<b>277,131.02</b>	<b>263,679.78</b>	<b>255,242.28</b>	<b>2,833,809.69</b>
<b>MUNICIPAL FACILITIES</b>								
TOWN HVAC	ART 46, 2006	18,200.00	17,590.00	16,960.00	16,320.00	-	-	69,070.00
TOWN BUILDING RENOVATION	ART 27, 2007	19,312.50	18,768.76	18,187.50	12,587.50	12,175.00	11,750.00	125,406.26
TOWN BUILDING RENOVATION	ART 28, 2007	20,825.00	20,281.26	19,700.00	19,100.00	18,481.26	17,843.76	171,262.54
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	5,250.00	5,114.06	4,968.76	4,818.76	4,664.06	4,504.68	44,198.44
TOWN BUILDINGS	ART 27, 2007	27,700.00	26,800.00	26,000.00	25,200.00	24,400.00	23,600.00	240,100.00
TOWN BUILDING REMODELING	ART 55, 2009	49,950.00	48,550.00	47,150.00	45,750.00	44,350.00	42,950.00	458,012.50
TOWN BUILDING REPAIRS	ART 42, 2010	12,412.50	12,112.50	11,812.50	11,512.50	11,212.50	6,100.00	103,975.05
TOWN BUILDING REPAIRS	ART 34, 2011	33,937.50	33,187.50	32,437.50	31,687.50	31,093.75	30,500.00	386,625.05
TOWN BUILDING REPAIRS	ART 27, 2007	6,787.50	6,637.50	6,487.50	6,331.25	6,218.75	6,100.00	77,325.05
BLANCHARD BALLFIELDS	ART 57, 2009	24,075.00	23,475.00	22,875.00	22,250.00	21,800.00	21,325.00	176,887.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	6,200.00	6,000.00	5,800.00	5,600.00	5,400.00	5,200.00	34,200.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	19,150.00	18,700.00	18,100.00	17,500.00	11,900.00	11,500.00	128,950.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	19,250.00	18,800.00	18,200.00	17,600.00	17,000.00	16,400.00	128,450.00
TOWN BUILDING REMODELING	ART 24, 2012	33,500.00	32,750.00	31,750.00	30,750.00	29,750.00	28,750.00	327,500.00
BALMORAL FENCE/MASONRY	ART 28, 2012	12,450.00	12,150.00	11,750.00	11,350.00	5,950.00	5,750.00	75,450.00
FIRE COMMUNICATIONS	ART 31, 2012	22,200.00	21,600.00	20,800.00	-	-	-	64,600.00
TECHNOLOGY HARDWARE	ART 22, 2012	194,250.00	189,000.00	182,000.00	-	-	-	565,250.00
YOUTH CENTER	ART 3, 2011 STM	160,125.00	155,125.00	150,125.00	145,125.00	140,125.00	135,125.00	1,944,500.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	28,425.00	27,425.00	26,425.00	25,425.00	24,425.00	23,425.00	241,650.00
TECHNOLOGY INFRASTRUCTURE	ART 22, 2012	41,600.00	-	-	-	-	-	41,600.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	30,400.00	29,400.00	28,400.00	22,400.00	21,600.00	20,800.00	153,000.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	55,800.00	54,000.00	52,200.00	50,400.00	48,600.00	46,800.00	307,800.00
DPW VEHICLES	ART 45, 2014	52,000.00	-	-	-	-	-	52,000.00
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	18,600.00	18,000.00	17,400.00	16,800.00	16,200.00	15,600.00	102,600.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	49,704.00	48,504.00	47,304.00	46,104.00	44,904.00	43,504.00	350,280.00
TOWN BUILDING REMODELING	ART 46, 2015	111,602.00	109,202.00	105,226.00	104,450.00	97,125.00	94,500.00	1,208,230.00
PUBLIC WORKS VEHICLES	ART 26, 2016	75,046.00	72,946.00	64,148.00	-	-	-	212,140.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	43,245.00	42,195.00	41,145.00	40,095.00	39,045.00	32,920.00	298,925.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	46,475.00	44,725.00	38,550.00	37,500.00	36,000.00	34,500.00	327,625.00
MEMORIAL PLAYSTEAD PLAYGROUND	ART 57, 2016	13,600.00	13,100.00	12,750.00	12,400.00	11,900.00	11,400.00	101,525.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	476,775.00	472,900.00	476,500.00	474,725.00	474,725.00	474,225.00	13,755,467.00
MAJOR TOWN PROJECTS	ART 43, 2017	40,600.00	39,100.00	38,050.00	37,000.00	35,500.00	34,000.00	303,625.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	39,750.00	38,250.00	32,250.00	31,375.00	30,125.00	28,875.00	280,000.00
SAFETY & COMMUNICATIONS UPGRADE PHASE I	ART 46, 2017	56,625.00	47,375.00	45,625.00	43,875.00	42,125.00	40,375.00	372,750.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	322,125.00	299,000.00	299,375.00	299,500.00	299,375.00	299,000.00	8,717,600.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	194,700.00	175,050.00	177,425.00	174,675.00	176,800.00	178,675.00	5,306,400.00
TOWN BUILDING PROJECTS	ART 34, 2018	108,750.00	87,625.00	84,875.00	82,125.00	79,375.00	71,750.00	1,051,750.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	35,400.00	27,000.00	26,000.00	25,000.00	19,125.00	18,375.00	216,900.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	31,953.75	24,325.00	23,575.00	22,825.00	22,075.00	21,325.00	316,253.75
PUBLIC WORKS SIDEWALK FLOW & DUMP TRUCK	ART 41, 2017	18,971.25	13,000.00	12,500.00	12,000.00	11,500.00	11,000.00	95,096.25
PUBLIC WORKS VEHICLES	ART 41, 2017	25,500.00	21,125.00	20,375.00	19,625.00	18,875.00	18,125.00	183,750.00
<b>TOTAL MUNICIPAL FACILITIES</b>	<b>017102-5745</b>	<b>2,603,222.00</b>	<b>2,370,888.58</b>	<b>2,315,201.76</b>	<b>2,001,737.76</b>	<b>1,933,981.82</b>	<b>1,886,572.44</b>	<b>39,058,729.39</b>
<b>PUBLIC SAFETY</b>								
FIRE TRUCK REFINANCED	ART 31, 2004	33,150.00	-	-	-	-	-	33,150.00
FIRE TRUCK	ART 37, 2006	32,925.00	31,781.25	30,600.00	-	-	-	95,306.25
FIRE TRUCK	ART 27, 2016	60,125.00	57,375.00	-	-	-	-	168,000.00
FIRE APPARATUS REPLACEMENT AMBULANCE	ART 42, 2017	49,500.00	41,250.00	39,750.00	38,250.00	36,750.00	35,250.00	337,500.00
FIRE LADDER TRUCK	ART 33, 2018	128,700.00	100,925.00	98,175.00	95,425.00	92,675.00	89,925.00	1,598,300.00
<b>TOTAL PUBLIC SAFETY</b>	<b>017102-5746</b>	<b>304,400.00</b>	<b>231,331.25</b>	<b>219,025.00</b>	<b>133,675.00</b>	<b>129,425.00</b>	<b>125,175.00</b>	<b>2,232,256.25</b>
<b>LAND ACQUISITION</b>								
LAND ACQUISITION REFINANCE	ART 23, 2002	54,840.00	53,040.00	51,240.00	49,440.00	47,640.00	44,370.00	300,570.00
LAND ACQUISITION REFINANCE	ART 32, 2000	83,270.00	80,470.00	77,670.00	74,870.00	72,070.00	17,085.00	405,435.00
LAND ACQUISITION	ART 12, 2001	68,983.75	66,907.50	64,803.75	62,672.50	60,500.00	58,300.00	438,267.50
16 PEARSON ST	ART 3A, 2007	31,687.51	30,734.38	29,750.00	28,750.00	22,850.00	22,050.00	207,471.89
18 PEARSON ST	ART 4A, 2007	26,000.00	25,237.50	24,450.00	23,650.00	22,850.00	22,050.00	185,887.50
37 PEARSON ST	ART 5A, 2007	32,500.01	31,546.88	30,562.50	29,562.50	28,562.50	27,562.50	232,359.40
15 BLANCHARD ST	ART 51, 2007	140,831.25	136,828.13	132,693.76	128,493.76	124,293.76	120,093.76	1,117,725.06
LAND ACQUISITION	ART 12, 2001	7,225.00	7,025.00	6,825.00	6,625.00	6,425.00	6,225.00	68,468.76
LAND ACQUISITION FOSTERS POND	ART 55, 2010	14,887.50	14,487.50	14,087.50	13,687.50	13,287.50	12,887.50	152,187.50
LAND ACQUISITION BLANCHARD ST	ART B1, 2011	21,893.76	21,293.76	20,693.76	20,093.76	19,493.76	18,893.76	213,250.10
LAND ACQUISITION CHANDLER RD	ART 33, 2013	63,150.00	61,150.00	59,150.00	57,150.00	55,150.00	53,150.00	740,987.50
<b>TOTAL LAND ACQUISITION</b>	<b>017102-5747</b>	<b>545,268.78</b>	<b>528,720.65</b>	<b>511,926.27</b>	<b>494,995.02</b>	<b>473,122.52</b>	<b>402,667.52</b>	<b>4,062,610.21</b>
<b>LANDFILL CLOSURE</b>								
LANDFILL	ART 44, 1999	31,356.25	30,412.50	29,456.25	28,487.50	27,500.00	26,500.00	199,212.50
LANDFILL	ART 44, 1999	20,362.50	19,912.50	19,462.50	18,993.75	18,656.25	18,300.00	231,975.05
LANDFILL	ART 44, 1999	20,362.50	19,912.50	19,462.50	18,993.75	18,656.25	18,300.00	231,975.05
LANDFILL	ART 44, 1999	6,787.50	6,637.50	6,487.50	6,331.25	6,218.75	6,100.00	77,325.05
LANDFILL	ART 44, 1999	6,787.50	6,637.50	6,487.50	6,331.25	6,218.75	6,100.00	77,325.05
LANDFILL	ART 44, 1999	16,012.50	15,512.50	15,012.50	14,512.50	14,012.50	13,512.50	194,450.00
CLOSING LANDFILL	ART 44, 1999	54,337.50	52,937.50	51,537.50	50,137.50	48,737.50	47,337.50	176,275.00
LANDFILL (MCWT)	ART 31, 2008	40,949.88	41,000.40	41,051.26	41,104.20	41,157.92	41,213.14	703,815.78
	017102-5749	192,956.13	192,962.90	188,957.51	184,891.70	181,157.92	177,363.14	2,432,353.48
<b>TOTAL GENERAL FUND NON-EXEMPT</b>		<b>6,520,872.25</b>	<b>6,016,464.95</b>	<b>5,835,456.86</b>	<b>5,286,080.55</b>	<b>5,032,173.32</b>	<b>4,814,676.66</b>	<b>73,858,612.06</b>
<b>GRAND TOTAL</b>		<b>14,929,621.1</b>						