



TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM (CIP)

**Andrew P. Flanagan
November 4, 2019**

ESTABLISHING A TARGET



Prior Non-Exempt Debt Service

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New Non-Exempt Debt Service

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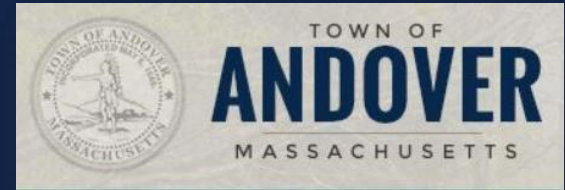
General Fund Revenue

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Total Non-Exempt Plan

- Non-exempt target has been set at 6% of revenue. FY2021 recommended CIP is balanced and supports investments in all functions of Town government

FIVE YEAR PLAN



<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

ACCESS TO PUBLIC SERVICES AND PLACES



Infrastructure	Open Space	Recreation	Public Services
Sidewalk Program & Minor Sidewalk Repairs	Conservation Land Management	Town Park & Playground Improvements	Library Circulation Desk Replacement
Annual Road Maintenance	Conservation & Open Space Improvements Design – Dale Street & Haggetts Pond	High Plain/Wood Hill Turf Field Complex Merrimack River Access Way	Library Maker Space Design Town Offices Meeting Room Expansion & Public Access Improvements Major School/Town Projects



River and Open Space Access

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

Energy and Sustainability

- Develop a plan and scope for a Street Tree Program

Capital Improvements

- Develop plan for new sidewalk installations
- Enhance user (resident or businesses) experience with Town Government by making appropriate recommendations through the CIP

FY2021 CIP SUMMARY

FUNDING BY SOURCE



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
Total Recommendation	\$27,231,737

FUNDED FROM GENERAL FUND REVENUE



Total:
\$4,311,180

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	\$500,000

FUNDED FROM GENERAL FUND REVENUE HISTORY



FREE CASH



Total:
\$4,515,000

TM-1	Town Offices Meeting Room and Public Access Improvements	\$625,000
TM-2	Sidewalk Program	\$950,000
TM-3	Conservation & Open Space Improvements -Haggetts/Dale St Design	\$250,000
TM-4	High Plain/Wood Hill Turf Field Complex	\$1,200,000
TM-5	Tree Management Fund	\$500,000
TM-6	Merrimack River Access	\$990,000

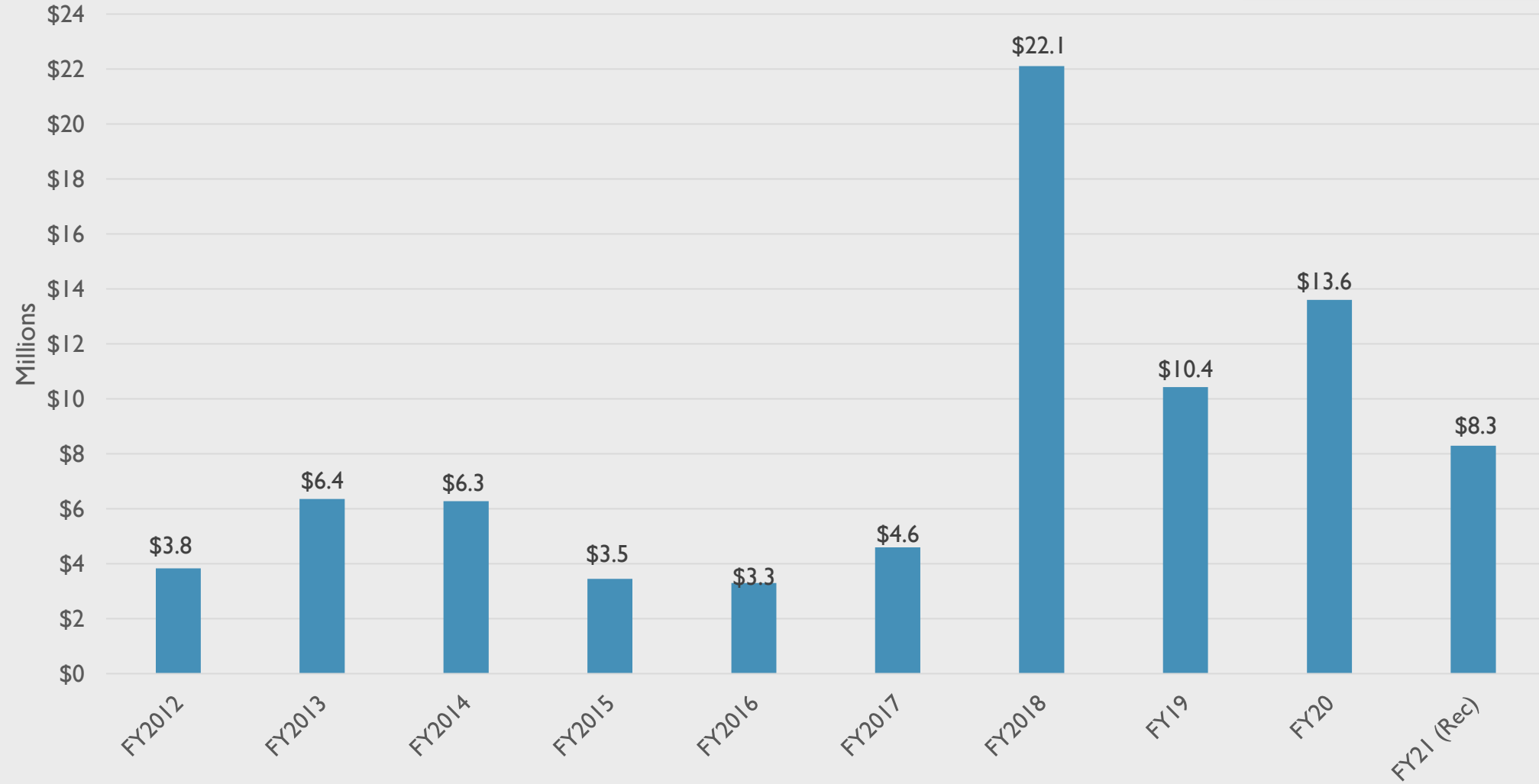
GENERAL FUND BORROWING



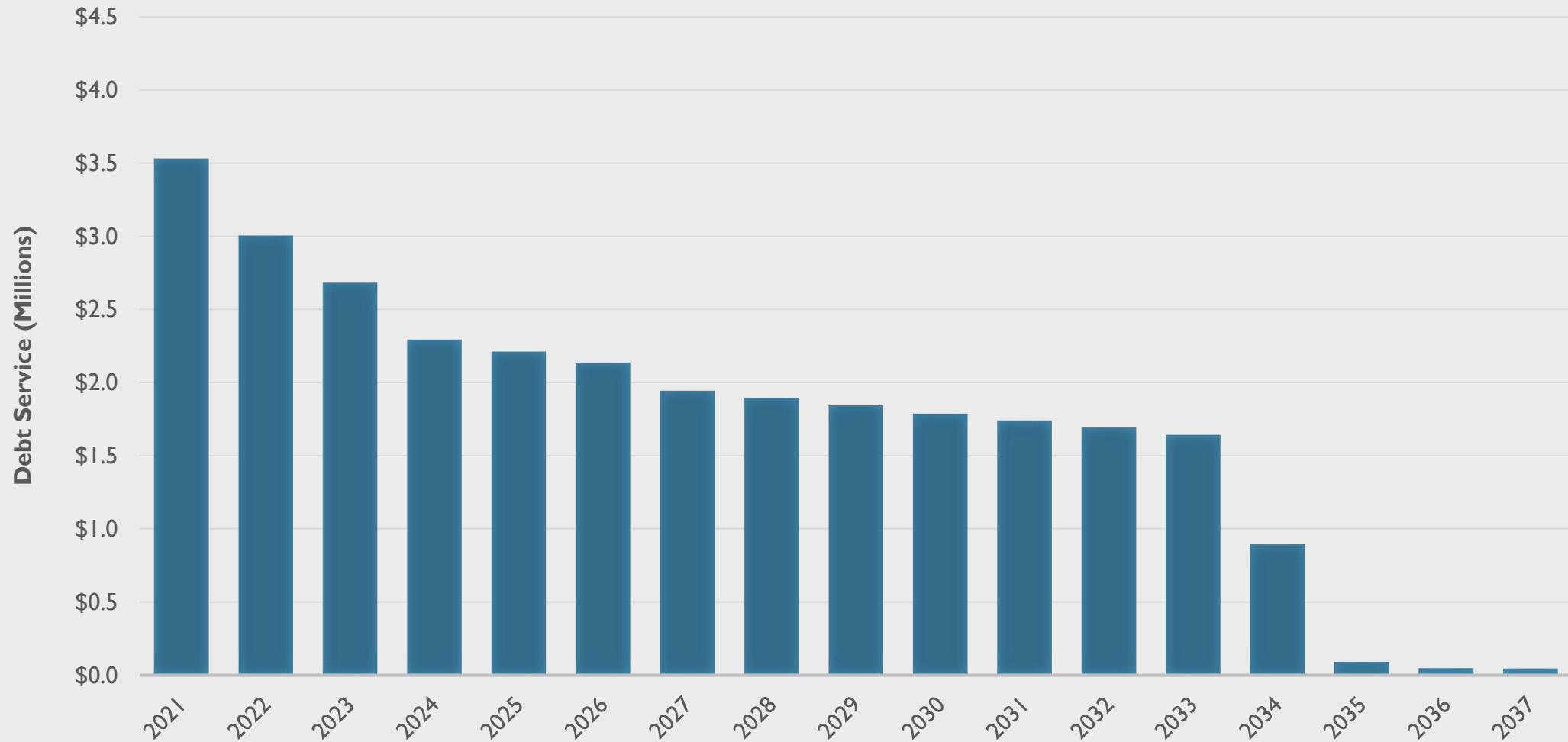
Total:
\$8,292,000

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	\$4,930,000

GENERAL FUND BORROWING APPROPRIATION HISTORY



EXEMPT DEBT



SPECIAL REVENUE FUNDS



Total:
\$1,564,279

IT-2	Student Device Refresh (Cable Funds)	\$200,000
DPW-1	Annual Road Maintenance (Ch 90)	\$1,364,279

WATER AND SEWER ENTERPRISE FUNDS



Total:
\$8,549,350

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)	\$150,000

CIP REVIEW AND APPROVAL PROCESS



November 1, 2019	Town Manager's Recommended FY21-FY25 CIP Released
November 18, 2019	Capital Improvement Program Public Hearing
December 11, 2019	Tri-Board Meeting; Capital Improvement Program Review
December 16, 2019	Select Board to vote on FY21-FY25 Capital Improvement Program



TOWN OF ANDOVER



Rendering of the new Ballardvale Fire Station

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

**The complete
Town Manager's
Recommended
FY21-FY25 CIP
document is available on
the Town's website at
andoverma.gov**