

## Select Board and Finance Committee

Saturday, April 10, 2021

Virtual Meeting Broadcast on Comcast Channel 22 Verizon Channel 45

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### I. Call to Order

Chairperson Annie Gilbert called the Select Board Meeting of Monday, April 10, 2021 to order at 9:03 A.M. Members in attendance: Laura Gregory, Chris Huntress, Alex Vispoli, D. Howe.

Others in Attendance: Town Manager Andrew Flanagan, Deputy Town Manager Mike Lindstrom, Assistant Town Manager Patrick Lawlor, Town Clerk Austin Simko, Town Counsel Tom Urbelis, and HR Director Jessica Porter.

Finance Committee Chair Eugenie (Janie) Moffitt called the Finance Committee to order. Members present from the Finance Committee: Paul Monticello, Spiro Christopulos, Paul Russo, Mary Ellen Logee, Andrew Betts, John Barry, Linn Anderson, Kevin O'Handley.

### II. Opening Ceremonies

#### A. Moment of Silence/Pledge of Allegiance

The meeting began with a Moment of Silence and a Salute to the Flag

### III. Opening Remarks

#### A. Town Manager

The Town Manager said the overview of the recommended budget and goals used to develop the FY-21-22 budget includes assumptions built in and is consistent with the goals developed by the Select Board and the Administration. The total budget increase is 1.5% which is inclusive of a 2.75% increase in the Town's operating budget and a 3.75% increase in the School Department's operating budget.

#### FY-22 Budget Highlights

While the budget does not increase the number of full time benefited employees, funds they have allocated funds for a Diversity, Equity and Inclusion Coordinator. A final decision on how they move forward will be dependent on the recommendations of the Community Assessment.

In addition, the recommended budget includes funds to support the Board's goals in each of the following areas; Downtown Andover & Economic Development, River and Open Space access, Energy and Sustainability, and Citizen Response to Management and Engagement. An effort has been made to incorporate Departmental plans as well. The Town Manager thanked Austin Simko and his team who have worked with every department to put a thoughtful plan in place.

The School Department overall budget includes an increase in the Kindergarten Fee Offset account which is reflective of a greater portion of the cost of free All Day Kindergarten being incorporated into the operating budget.

Future Reform: Increasing contributions of active and retired employees. Through collective bargaining agreed in 2018 that all new hires would have to contribute at least 30% in health insurance benefits. \$1.2M in savings to put towards unfunded liabilities. New funding stream for OPEB.

The budget for Employee Health Insurance is offset by \$1,594,782 in savings from increased contributions from both new and existing enrollees.

The budget reflects two reorganizations implemented as a result of COVID-19 in an effort to create efficiencies and reduce personnel costs. The reorganizations include: Reorganizing the Planning and Conservation Divisions into one Land Use Division, and consolidating the finance functions within the Department of Community Services.

The budget, as recommended, would increase the average residential tax bill by a projected 3.7%. The projection is subject to change based on valuations, new growth, and an increase in exempt debt services.

### **FY22 Budget Change Explanations**

~School Department                      Increase of \$3,346,752 over FY-21

~Public Works-Solid Waste              Increase of \$308,493 over FY-21

~Fire Rescue                                Increase of \$170,000 over FY-21 (\$70,000 to fund the Ladder Aide position and overtime account and \$100,000 reduction of revenue offset due to decreased ambulance utilization.

~Community Services-Andover Diverse, in accordance with the Board & Town Manager's goals and objectives. \$86,000 for a full-time staff member and \$6,000 for related expenses.

### **Tax Implications**

Assuming that each classification (residential/commercial/industrial and personal property) remains the same as a percentage of the total levy, the projected average single-family tax bill increase for FY-22 is 3.7%. This does not include the impact of the exempt debt service associated with funding the West Elementary/Shawsheen School project and/or the unfunded pension liability through pension obligation bonds.

### **Budget includes no additional FTE's**

Select Board goals and objectives are integrated within the context of the operating budget, without adding to the number of full time, benefited positions. When vacancies occur, positions are evaluated in order to make decisions on how to best fill positions.

### **Revenue Assumptions for FY-2022**

Tax levy to increase by the 2.5% as allowed by Proposition 2.5 plus new Growth  
New Growth \$1,931,422 projected based on a 10-year average.

Local Receipts \$11,398,551 projected based on trend analysis on each individual category, reflective of reductions made as a result of COVID-19.

**State Aid** \$14,221,482 projected has been adjusted to reflect the Governor’s Budget.

**Free Cash** \$1,983,372 projected to be appropriated only for one-time capital expenditures while maintaining a balance that will provide for a stable amount of Free Cash in future years.

**Expense Assumptions for FY-2022**

Town & School Operating Budgets to increase only by the amount of funds available after meeting the funding requirements for all obligations.

Retirement contribution will total \$12,897,390 per the existing funding schedule established by the Retirement Board.

General Fund Other Post Employment Benefit (OPEB) funding will increase by 2.5%. Additionally, the incremental savings in health insurance resulting from the OPEB Funding Plan will be appropriated into the trust.

Employee Health Insurance to increase by 3.62%.

Total appropriation to fund Capital Expenditures will be based on a percentage of the budget (5.72%).

The total Town budget to increase by 3.30% (2.75% plus 0.55% employee contributions to the ULO account).

**IV. FY2021 Budget Presentations**

**A. General Government**

Town Manager’s Office /Other

FY-21 Salaries	\$ 554,921	FY-22 Salaries Recommended:	\$565,690
FY-21 Expenses	\$ 43,300	FY-22 Expenses Recommended:	\$ 43,300
FY-21 Budget	\$ 598,221	FY-22 Budget Recommended:	\$608,990
FTEs: 4.0		FY-22 FTEs: 4.0	

FY-22 Capital Budget Recommendation

Department requests	\$50,000	for Participatory Capital Budgeting
TM Recommendation	\$20,000	
Request for Town Sidewalk Program	\$950,000	TM Recommendation \$950,000

Sustainability

FY-21 Salaries	\$ 84,745	FY-22 Salaries Recommended	\$ 86,440
FY-21 Expenses	\$ 52,250	FY-22 Recommended Expenses	\$ 22,900
FY-21 FTEs: 1.0		FY-22 FTEs: 1.0	

FY2021 budget included funds for first phase of Climate Action & Resiliency Plan.

Capital Budget Recommendation: \$47,000 Climate & Sustainability Action Plan.

Finance & Budget – Finance Administration

FY-21 Salaries	\$242,415	FY-22 Salaries Recommended	\$247,623
FY-21 Expenses	\$137,610	FY-22 Expenses Recommended	\$147,610
FY-21 FTEs:	2.0	FY-22 FTEs: 1.0	

Assessor's Office

FY-21 Salaries	\$401,165	FY-22 Salaries Recommended	\$416,533
FY-21 Expenses	\$ 28,700	FY-22 Expenses Recommended	\$ 26,700
FY-21 FTEs:	5.0	FY-22 FTEs:	5-0

Collector/Treasurer

FY-21 Salaries	\$340,425	FY-22 Salaries Recommended	\$352,986
FY-21 Expenses	\$ 72,300	FY-22 Expenses Recommended	\$ 75,000
FY-21 FTEs:	4.0	FY-22 FTEs:	4.0

Central Purchasing

FY-21 Salaries	\$124,932	FY-22 Salaries Recommended	\$135,086
FY-21 Expenses	\$ 13,800	FY-22 Expenses Recommended	\$ 13,800
FY-21 FTEs:	1.6	FY-22 FTEs:	1.6

Town Accountant

FY-21 Salaries	\$389,464	FY-22 Salaries Recommended	\$390,140
FY-21 Expenses	\$ 85,200	FY-22 Expenses Recommended	\$ 83,400
FTEs:	4.5	FY-22 FTEs:	4.5

Select Board and Finance Committee

FY-21 Salaries	\$17,300	FY-22 Salaries Recommended	\$17,300
FY-21 Expenses	\$13,150	FY-21 Expenses Recommended	\$11,650

Finance Committee

FY-2021 Budget	\$28,900	FY-22 Budget Recommended	\$28,900
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Commission on Disability

FY-21 Salaries	\$ 1,200	FY-22 Salaries Recommended	\$ 1,200
FY-21 Expenses	\$ 5,800	FY-22 Expenses Recommended	\$ 5,800

Other General Government Budgets (Town Counsel)

FY-21 Salaries	-0-	FY-22 Salaries Recommended	\$ 6,500
FY-21 Expenses	\$254,000	FY-22 Expenses Recommended	\$247,500

Central Services:

FY-21 Budget	\$92,300	FY-22 Recommended Budget	\$ 96,700
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Employee Benefits:

FY-21 Budget	\$99,114	FY-22 Recommended Budget	\$1,050,139*
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\*Increased Medicare Costs for FY-22

Fixed Cost / Retirement

FY-21 Budget	\$13,610,301	FY-22 Recommended Budget	\$12,897.390
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Fixed Cost / OPEB

FY-21 Budget	\$1,631,003	FY-22 Recommended Budget	\$1,696,026
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Fixed Cost / Health Insurance

FY-21 Budget	\$22,338,257	FY-22 Recommended Budget	\$23,147,462
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Fixed Cost / General Insurance

FY-21 Budget	\$1,225,921	FY-22 Recommended Budget	\$1,240,000
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**Public Safety - Police Department**

**Presented by Chief Keefe**

**Animal Control:** New hire in February and looking forward to this person doing more community education.

**Andover Police Department**

FY-21 Salaries	\$6,875,739	FY-22 TM Rec Salaries	\$6,993,863
FY-21 Expenses	\$922,000	FY-22 TM Rec Expenses	\$ 907,000
From Sale of Service:	(\$90,000)	FY-22 TM Rec Budget	\$ 60,000
From Reserves	(\$64,947)	FY-22 TM Rec Budget	\$ (60,000)
FY-21 Total Budget	\$7,642,792	FY-22 Rec Budget	\$ 7,840,836
FY-21 FTE's	73.5	FY-22 FTE's	73.5

**Dispatch – Standard**

FY-21 Salaries	\$ 910,287	FY-22 TM Rec Salaries	\$ 922,561
FY-21 Expenses	\$ 29,000	FY-22 TM Rec Expenses	\$ 29,000
FY-21 Budget	\$ 939,287	FY-22 TM Rec Budget \$	\$ 951,561
FY-21 FTEs	73.5	FY-22 FTEs	73.5

**Parking Control**

Funds come from parking funds and self-funded for expense – no change expense increase due to new system.

FY-21 Salaries	\$ 93,109	FY-22 TM Rec Salaries	\$ 96,460
FY-21 Expenses	\$ 51,500	FY-22 TM Rec Salaries	\$ 55,500
FY-21 FTEs:	1.5	FY-22 FTEs	1.5

**Animal Control**

FY-21 Salaries	\$ 84,205	FY-22 TM Rec Salaries	\$ 76,305
FY-21 Expenses	\$ 7,300	FY-22 TM Rec Expenses	\$ 7,300
FY-21 Budget	\$ 91,505	FY-22 TM Rec Budget	\$ 83,605
FY-21 FTEs	1.0	FY-22 FTEs	1.0

**Emergency Management**

FY-21 Part-time Salaries	\$1,597	FY-22 TM Rec Salaries	\$ 1,500
FY-21 Expenses	\$20,500	FY-22 TM Rec Expenses	\$ 20,500
FY-21 Budget	\$22,097	FY-22 TM Rec Budget	\$ 22,000

**Capital Budget**

Vehicles changed from gas fired cruisers to hybrid; six months of data on hand shows an average savings of about \$7,000 over a three year period. The big savings is on the fuel efficiency. The hybrid is roughly about \$4,000 more expensive than a gas cruiser. The Mobil Camera System needs to be replaced which would also be hybrid powered.

**Goals and Objectives**

To maintain 100% of government strength working with HR in hiring and training. This year has been difficult with six officers leaving. Two civilian staff members also retired but those positions have been filled. There are two officers who just came out of the Academy with two more going in June/July. It takes an average of 3-years to get an officer fully up to speed.

**Civil Service Assessment:** Completed earlier in the year and promoted a Sargent and Lieutenant due to retirements.

**Increased Community Relations:**

If they are able to maintain 100% strength it allows them to put more officers into position and to better serve the community.

Crisis Intervention Training: The top training available for officers now is to know how to approach a person who is struggling and to get the help they need.

Officer on Board of the Equity and Diversity Committee.

Train educate and mentor officers to create an environment of lifelong learners who will continue.

They will conduct mandatory training to begin the process for new Police Reform Bill.

They have seen a slight increase in domestic violence, and mental health calls for service have increased annually.

**Andover Fire Rescue Presented by Chief Mansfield**

FY-21 Salaries: \$8,431,428      FY-22 Recommended Salaries: \$8,628,347

FY-21 Expenses: \$ 547,150      FY-22 Recommended Expenses: \$ 571,550

Total FY-21 Budget \$7,628,578      FY-22 Recommended Budget: \$7,949,897

FY-21 Sales of Service (1,350,000)

FY-22 Recommended Sales of Service \$(1,250,0000)

The 2.4% increase in salaries is for contractual services.

Expenses have increased 4.46%.

Sale of Service: decreased as a result of the pandemic. Expect this to rebound to prior year level of \$1.35M for next year. Experienced increased call volume, due to the CDC and DPA Guidance to talk patients into not going to the hospital if they were experiencing mild symptoms of COVID.

Transported 250-300 patients who were extremely ill.

FTE's: No change.      72 staff members

**Expenses:** Increased funding of Ladder A position through the overtime account.

**Capital:** Fire apparatus replacements: \$350,00 to replace an ambulance which will be close to 12 years old when the replacement arrives.

Radio Box Repeater \$ \$38,000 A lot of development in West Andover and vendor recommended they put a reaper system in that will be picked up by the repeater system and will get into the dispatch center much stronger.

Bi-Directional Amplifier System: This is the last year of the multi-year phase in project within all of the schools. This one will be for DMS School. Systems are already installed in Sanborn and Bancroft, and will be installed in WMS and operating by the end of May.

Multi Band Portable Radios \$50,000 due to issues with communications responding to mutual aid. Tewksbury went from an analog to a digital system which forced them to reprogram radios; some could not be reprogrammed. Will drastically increase fire fighters safety.

**Goals/Objectives:**

Teamed with Crawford Collaborative to deliver a program to personnel on implicit bias, equity anti-racism and fostering stronger relationships. Four 90-minute sessions have been completed.

New Ballardvale Station: Experienced some problems due to pandemic but are currently on budget and on time looking to occupy and finish project by June 1, 2021. The Ballardvale residents are ecstatic about the building and how the design fits into the community. Hats off to everyone who has been involved in this project.

Initiate Civil Service process for new hires. Working with HR to interview nine potential candidates on Monday to fill the four vacancies.

Ordered new fire pumper for Engine 3. Expected delivery by late September.

Emergency Radio Microwave System: Near completion have been working on this project for 2.5 years. Waiting for the final switches to be configured and installed this month. This will give us the ability to communicate and have better coverage, it is the gold standard for public safety communication.

Apply for and approve grant funding: Have been extremely successful in receiving grant funding.

\$400K from FEMA to replace breathing apparatus.

\$22,000 Grant for disinfecting equipment.

\$13,000 Grant for two specialized extracting washing machines (one at headquarters and one at new Ballardvale Station). These machines extract all of the contaminants out of the protective clothing.

\$5,000 for Fire Prevention Activities.

\$80,000 for Covid Response/Training Activities.

Expecting a \$20,000 grant this month to increase ballistic gear for their EMS response person.

**Community Development & Planning**

FY-21 Salaries	\$948,249	FY-22 Recommended Salaries	\$2,020,504
FY-21 Expenses	\$242,201	FY-22 Recommended Expenses	\$ 234,295

Salary increases are contractual obligations and reorganization of Conservation and Planning Divisions into Land Use Division. Expense: Renegotiate Open Government Application.

**Capital Projects:** Paul Materazzo reported that as part of the CIP they are supporting the Master Planning Compilation and Completion in the amount of \$30,00 as recommended by the Town Manager, and undertaking the first step in updating the Master Plan. This will be used to help staff on the back end, assemble data and information of the community and then, with help from a specialist, analyze data and provide recommendations.

**Historic Mill District:** Circulation, Street Design and Construction.

Moving forward with a continuation of the conversation that the Town has supported, and finalizing a street design of the Essex, Shawsheen Road intersection; the new gateway into the downtown. RFP for intersection at the railroad contract is in process.

**Shawsheen River Master Plan:** Initiative garnered a tremendous amount of excitement and will be a process similar to the Town's Master Plan. Look for additional recreation opportunities along the Shawsheen River.

**Division Goals:**

HMD: the RFP is out and on April 22<sup>nd</sup> first phase of RFPs are due. Earlier this week they held a developer site tour and were pleasantly surprised to see the number of developers who participated. Working with Town Yard Committee to prepare for review of the responses. Goal is 2<sup>nd</sup> phase of the RFP. On April 22 they will review and develop a short list and invite those developers to provide us their best offer. In early fall, they will submit a developer or two to the Select Board for selection.

**Updating the Town's Master Plan** for 2022 Publication: Steering Committee is up and running.

**Route 133 Corridor:** Engage community to help guide development of pedestrian transportation enhancements and improve the Shawsheen Village infrastructure from Shawsheen Square up to Beacon Street intersection. Enhance sidewalks, infrastructure, drainage, connectivity. This is a long-range project.

**Parking & Hardscape Improvement Project:** Reconstruction of lots 1 and 2; Town is receiving a \$250K Housing Choice Grant to support this project. The Town will host a meeting with downtown business April 13<sup>th</sup> to review construction phasing. This project will enhance connectivity to the downtown area and provide solutions, including green areas, including EV charging stations and ADA accessible walkways.

**Health Department– Tom Carbone presented**

**Goals/Objectives:**

Completed the implementation of new Vaccine Software, developed and implemented Covid-19 Vaccine Clinic plans. The software assisted in scheduling appointments, posting immunization data to the State Website and bill for insurance. We will be able to use this software for flu clinics in the fall.

They have spent the last year not doing their normal work; inspections/programs, etc. But are in the process of making sure construction projects are happening. Their goal is to take an opportunity with this pause to review what their normal work has been and to determine where their priorities should be going forward.

Develop a training and guidance manual for recreational camps for children. Last year, only 1 of 12 camps were able to operate. This year they have 2-3 new camps coming on board. The challenge is that it takes 2-3 hours to setup operations with new camps.

Additional guidance will be needed for Covid as well. Develop and implement regular TV or internet educational program. Their new Assistant Health Director is very eager to start this program.



Review and update wellness clinics offered at senior housing facilities and at the Senior Center as part of their recovery plan.

**Building Dept. Goals**

Continue to develop and add new content to the Building Division website.  
Continue to establish an electronic platform for digital access to websites.  
Identify new Occupancies, establish safe occupant loads and life safety protections.  
Provide training to new ZBA, DRB, APC & AVHDC members.  
Coordinate unified approvals among various town departments/divisions.

**Conservation**

Bob Douglas reported that the Shawsheen River Access Plan will be a public process, for access, flood prevention, etc. They are filing an access improvement notice of intent. The new Land Manager will serve as a land steward to establish and run a comprehensive Land Management Program and work with Staff and Commission for volunteers.

**Support Climate Resiliency Programs:** Utilizing the Municipal Vulnerability Preparedness Grant Program to reduce the incidents of severe flooding on the Shawsheen River.

Working on a federal grant for the purchase of land to provide flood protection.

**Merrimack River Area:** Includes a long stretch of land along Merrimack and they are looking to make this more accessible to public. Partnering with the Vocational School to improve parking and access.

**Town Clerk: Austin Simko presented**

FY-21 Salaries	\$425,407	FY-22 Recommended Salaries	\$394,449
FY-21 Expenses	\$ 72,911	FY-22 Recommended Expenses	\$ 78,561

Salaries 7.3% decrease (due to reduction in elections in FY-22)

Expenses: Slight increase due to increase in pay of \$1 per hour for Election Poll workers, inflation and printing costs. Other Cost Driver: New pool check in and maintenance.

**Town Moderator**

Stipend for Town Meeting unchanged at \$250.00

**Goals:**

Expand functionality for license applications for Online portal for renewal of most licenses: dog licenses, outdoor dining, one-day liquor, etc. expect to launch this summer.

Find ways to make Town Meeting more accessible to diverse populations. Working with the Town Governance Committee. Looking at remote/recorded warrant article presentations and using online informational videos.

Explore modifying the date of annual town elections. Conducting a thorough study to give elective officials more time to prepare for Town Meeting and take positions on the budget.

Explore consolidating of election polling locations. Reduce election costs, reduce voter confusion and improve election administration. This would have to be approved by Select Board.

**Information Technology**

Paul Puzzanghera, COO

FY-21 Salaries	\$1,970,186	FY-22 Recommended Salaries	\$2,072,153
FY-21 Expenses	\$ 482,590	FY-22 Recommended Expenses	\$ 525,825
FY-21 FTEs:	21.2	FY-22 FTEs:	21.3

**Operating Budget:** The 5% increase on salaries is due to contractual agreements with a .1% increase to move a staff member to a 4-day a week, position currently vacant. Small increase in summer help. Currently, they have 3 vacancies and are in the process of interviewing candidates. Expenses: Restore cuts in FY-21 budget (Training, CIP obligations transfer to Operating).

**IT-1:** Annual Budget for New Computers: This year all 800+ teachers to receive new devices. Additional monies spent to provide hardware for IA’s to work from home. They have over 2,000 devices that need to be refreshed and in discussions with the School Superintendent about moving those devices over to the BYOD.

**IT-3: Annual Infrastructure Program**

Replacement of Facilities: Update classrooms to provide ability to work from home, allocate funds for new Select Board Room, and a data refresh. Will be downsizing some of the data capabilities moving to the cloud and moving some to an off-site location.

In response to the pandemic, they launched the Schoology System in 90 days and distributed 3,000 Chromebooks to students. Continue to have an on-going demand for Chromebooks and have a 40+ demand for repairs from students/teachers.

Updated all Town users to mobile devices.

Provided video conferencing capabilities to 1500 staff, 6,000 students.

Provided technology for Customer Service Center for Town.

Launching mobile and desktop phone applications.

Launched Microsoft 365

Convert all 1,500 on-premises mailboxes to the Cloud, provides a reduction for storage and creates a new more streamlined data experience.

Launched Teams Collaboration Platform.

Actively supporting technology for the Robb Center, Ballardvale Fire Station, and new Select Board Room. Launching a digital sign-in pilot at the Robb Center, testing new video conference systems, launched a new IT dashboard to better track project requests which is metric driven. Launched a new online project status system The System Status Page allows Staff to access the status of Aspen, Classlink, Email/Office 365, Google Workspace, Munis and Network Access at any moment in time.

Funding for the CIP items is coming out of Free Cash. This is the first year IT did not have cable funds to use towards expenses. Going forward, a long-term sustainable funding strategy will be established.

**Community Services** Jemma Lambert presented

**Elder Services**

FY-21 Salaries	\$602,406	FY-22 Rec. Salaries	\$625,584
FY-21 Expenses:	\$184,990	FY-22 Rec. Expenses	\$193,390
Expenses for supplies and equipment for new programming.			
FY-21 FTEs:	11.60	FY-22 FTEs:	11.60

**Andover DIVERSE**

FY-22 Salaries	\$80,000	FY-22 Expenses	\$6,000.00
Total FTEs for FY-22	1.0		
Total budget recommended for FY-22	\$86,000		

**Three major impacts from a budgetary perspective:**

1. Creation of the Andover DIVERSE Division
2. COVID and its implication especially on recreation
3. Completion of the Robb Center. They will be moving back in next week which will have some budget implications.

**Veterans Services**

FY-21 Salaries	\$88,700	FY-22 Rec Salaries	\$92,440
FY-21 Expenses	\$91,100	FY-22 Rec Salaries	\$91,100
FY-21 FTE:	1.0	FY-21 FTE	1.0

**Recreation**

FY-21 Salaries	\$554,674	FY-22 Rec Expenses	\$448,480
FY-22 Salaries	\$250,200	FY-22 Rec Expenses	\$160,785
Sale of Service	(\$593,510)	FY-22 Sale of Service	\$(393,310)
FY-21 FTEs:	6.	FY-22 FTEs:	5.0

Reduction in Sales of Service due to COVID impacts.

The Recreation Dept. remained open during the pandemic but their receipts were down about \$200,000 and they anticipate the same for FY-22. They made corresponding cuts in salaries and expenses. Achieved efficiencies by reducing the number of directors for summer positions (5) and staff by 12 positions.

**Savings in Expenses:** How they pay for and if they do hire outside staff for outside programming, what they are outsourcing and how they pay for it. Saved about \$50,000 and another \$40,000 this year in reducing other supplies and expenses.

**Youth Services:**

FY-21 Salaries	\$429,062	FY-22 Rec Salaries	\$436,183
FY-21 Expenses	\$115,900	FY-22 Rec Expenses	\$115,900
Sale of Service	(\$25,000)	FY-22 Sale of Service	(\$25,000)
AYF Gift	(\$22,000)	FY-22 AYF Gift	(\$22,000)

**Goals/Objectives**

- Stabilizing the Recreation Department is on-going.
- Continue to invest in organizational alignment for efficiencies.
- Continue to enhance educational activities.
- Roll out Leadership Academy.

Continued enhancement of communication activities, channels and publications,  
Transition of the Senior Center to the Robb Center.

Instigating a feasibility study for new recreational facility – need a dedicated facility.

Actively participated in increasing public access for open space – collaborate on unmet needs.

Play a lead role in community discussions in advancing Diversity,Equity and Inclusion, and development of a roadmap for next steps. Serves as lead with consultant on completion of Diversity audit. Collaborate with internal and external stakeholders who outline work and to hire DEI Staff once we have a solid understanding of what skills we are looking for.

### **BREAK at 11:47 AM**

### **Library Services - Barbara McNamara, Library Director**

**Salaries** Town Manager’s recommended Salary amount: \$2,321,710 for FY-22. An increase of 2.93% or \$66,167.00.

**Expenses** Town Manager’s recommended Expense amount of \$660,687 for FY-22. An increase of 0.11% or \$700.00. No change in the FTE count.

**Capital Projects** Renovate Ground Floor for Library Makerspace \$225,000 from General Fund Borrowing.

### **Facilities**

**Salaries** No change in Salaries for FY-22.

**Expenses** Increases due to changes in HVAC upgrades

**FTEs:** No change in FTEs for Custodians (9) for FY-22.

**Sale of Service:** They were not able to rent out the Town house as they normally would.

### **Building Maintenance**

Decrease in FTE’s - longer-term employees left, new ones added

### **Mechanical/Electrical**

7.5 increase in FTEs

### **Street Lighting**

Savings on street lighting received all credited from National Grid, we continue to apply sources of funds. \$146,000 Grant from Green Communities completed and are not eligible to apply again until the Fall. When you do lighting projects, you can contract with National Grid’s preferred vendor who they give the funds to so we don’t have to ask Town Meeting. National Grid gives a discount at the G-1 rate.

### **FY-21 Capital**

Facilities 1 and 2 are building.

Town & School Security projects.

Town Vehicles (2) that are over 10 years old are being replaced.

Park/Playground Improvement: Replacing docks at Pomp’s Pond.

Major Town Projects: To unclude maintenance projects and improvements and starting design for the entrance of Town Offices.

**Energy initiatives:**

LED Lighting at Town Offices, upgrade to DMS boiler with actual change over next year. Due to Covid the receipt of mechanical equipment is running at 8-16 weeks.  
School Projects: Items that are not consumables.  
Projects by Building: Replacement of the Sanborn Elementary Roofs and the implementation of solar.

**Goals:**

Finish up projects that have begun and continue to manage the new West Elementary School project, Ballardvale Fire Station and new Robb Center.  
Working to bring electric charging stations to Andover.  
Looking at future plans for facilities to work together to see them through the lens of sustainability working with Joyce Losick Yang.  
Working with Planning on the Connectivity Project downtown.  
Working on the senior parking, walkways and lighting and street lights to better connect downtown areas to make Andover a more walkable Town.

**Universal Access:**

Diligently looking at all recommendations from ADA Compliance Audit. A lot of visible and invisible changes. One of the important changes was to make live programming to include closed-caption. Also working on listening devices to be more accessible and used in some of the major buildings and rooms. Engaging with an acoustical engineer to make the acoustical challenged areas better.

**Service and maintenance to town buildings and playground areas.**

Deliver exemplary services to our consumers and community. Working through the ongoing challenges of the COVID-19 pandemic

**F. Department of Public Works- Administration: Chris Cronin**

FY-21 Salaries: \$238,830      FY-22 Recommended      \$246,674

FY-21 Expenses: \$ 8,700      FY-22 Recommended      \$ 8,700

FTE's: 3.1 employees with a modest increase in salaries

**Business Office:**

FY-21 Salaries: \$270,451      FY-22 Recommended      \$272,922

FY-21 Expenses \$ 17,150      FY-22 Recommended      \$ 24,500

FY-21 FTEs      3.1      FY-22 FTEs 3.1

**Engineering:**

FY-21 Salaries \$320,476      FY-22 Recommended      \$322,668

FY-21 Expenses \$ 91,050      FY-22 Recommended      \$ 103,050

Salaries are consistent, but expenses increased due to Storm Water Management and Permitting.

**Highway**

FY-21 Salaries \$1,203,223      FY-22 Recommended      \$1,227,432

FY-21 Expenses \$ 521,900      FY-22 Recommended      \$523,400

**Snow & Ice**

FY-21 Salaries \$ 198,000      FY-22 Recommended      \$ 198,000

FY-21 Expenses \$1,049,000      FY-22 Recommended      \$1,049,000

The Brine System will be up and running for next year that will save money on salt and salt applications and make roads safer and better for the environment.

**Solid Waste:** This is a big budget item that has changed in Public Works. Solid waste disposal costs increased 10% and recycling collection increased 9%. The vast majority of the increase is due to the cost of recycling and reduced tonnage. The value of cardboard boxes is our highest money maker in paper recycling. A new Re-collect Program will be implemented to help people recycle more correctly, hopefully before this Fall.

FY-21 Salaries	\$7,400	FY-22 Recommended	\$8,510.00
<u>FY-21 Expenses</u>	\$3,146,904	FY-22 Recommended	\$3,454,287

Working with Joyce Losick Yang in Sustainability. Have received recycle points (\$10,000) that has been helpful. Conducting Trash Pickups along the river with help from the community. Notable dates: Earth Day April 24<sup>th</sup>, CRT Collection April 22<sup>nd</sup> and Hazardous Home Recycling June 12<sup>th</sup>

**Forestry**

FY-21 Salaries:	\$290,042	FY-22 Recommended	\$302,972
FY-21 Expenses:	\$108,250	FY-22 Recommended	\$ 11,150

Trying to be more proactive to cutting down dead/failing trees and doing more planting FTEs. 4.0 no change

**Spring Grove Cemetery**

FY-21 Salaries	\$221,262	FY-22 Recommended	\$232,212
FY-21 Expenses	\$ 44,945	FY-22 Recommended	\$ 44,645

FTEs: 3.0

**Parks & Grounds**

FY-21 Salaries	\$621,232	FY-22 Recommended	\$645,725
FY-21 Expenses	\$146,850	FY-22 Recommended	\$142,850

FTEs: 7.5

The extra ½ person is now hired and will be working in the downtown area resulting in improvements in how the area looks.

**Vehicle Maintenance**

FY-21 Salaries	\$349,462	FY-22 Recommended	\$357,463
FY-21 Expenses	\$501,200	FY-22 Recommended	\$460,200

Expenses decreased slightly due to reduction in the cost of auto fuel.

**Sewer**

FY-21 Salaries	\$346,903	FY-22 Recommended	\$355,912
FY-22 Expenses	\$2,842,076	FY-22 Recommended	\$2,846,281

Debt Service is shifting from General Fund to Sewer Enterprise Funds

**Water**

FY-21 Salaries	\$2,178,805	FY-22 Recommended	\$2,338,139
FY-22 Expenses	\$3,323,000	FY-22 Recommended	\$3,534,993

Salaries increased due to overtime for water pumping and expenses in utilities and chemicals. No increase in FTEs. Vacant position will be filled shortly which will reduce overtime costs.

### **Capital Requests**

Chapter 90 Funds: 1,364,279 for sidewalk repairs.

Minor Sidewalk repairs: \$250,000

Public Works Vehicles: \$545,000 for Sweeper and Truck 8 in the Highway Department.

Water and Sewer Vehicles: \$125,000 from Water Reserves.

Water Main Replacement: \$6,000 underway with last year's funding and will continue to move forward the replacements.

Water Treatment Plant Generator: \$2,500,000 from Water Enterprise Borrowing.

Minor Sanitary Sewer Collection System Improvements: \$100,000 from Sewer Reserves.

Main Street was on the water main replacement schedule for this year, but it has been moved to April 2022 for the downtown section of Main Street from Philips Academy towards downtown. The Water Treatment Plant Generator is the #1 priority; timely to do it now as they are currently putting in an electrical update. They expect the estimate to be lower.

Sanitary Collection Improvements: Replacing failing sections of sewer, incidental items, etc.

Spring Grove Cemetery: \$20,000 for paving wall/gates from General Fund Revenue.

Fish Brook Intake Replacement Project: \$500,000 from Water Enterprise Borrowing. They need to bring in more water to increase the water depth, replacement of a new station needs to be done.

Inflow/Infiltration Removal Program: \$150,000 from Sewer Reserves.

### **Goals and Objectives:**

To finish the water/sewer rate model, update the CMS Program to determine the needs of the department by division/cost. Continuing working on the Gas Recovery Project on roadways. Vast majority of the water main improvements have been in the gas-impacted areas. They will be working with other departments on the walkability areas.

Technical oversites on all the infrastructure projects, working with Paul Puzzanghera. It has been enjoyable working with all the members of the Town Departments, the cooperation has been fantastic. The Yearly Program for Downtown Beautification will continue. Energy & Sustainability: working with Joyce investigating sustainability on future flooding to improve and address issues with potential sewer pumping stations, improve energy efficiencies throughout the town (trash/lighting), Upgrades to battery powered tools where possible. Have begun the implementation of the Tree Inventory Plan.

### **V. Adjourn**

At 1:03 PM the Departmental Budget Review concluded.

The Select Board, on a motion by Alex Vispoli and seconded by Chris Huntress, voted 5-0 to adjourn. Roll call: A. Vispoli-Y, C. Huntress-Y, L. Gregory-Y, D. Howe-Y, A. Gilbert-Y.

The Finance Committee, on a motion by Paul Russo and seconded by Spiro Christopoulos, voted 9-0 to adjourn. Roll call: L. Anderson-Y, J. Barry-Y, A. Betts-Y, P. Monticciolo-Y, E. Moffitt-Y, M.E. Logee-Y, S. Christopoulos-Y, P. Russo-Y, K. O'Handley-Y.

Respectfully submitted,  
Dee DeLorenzo  
Recording Secretary