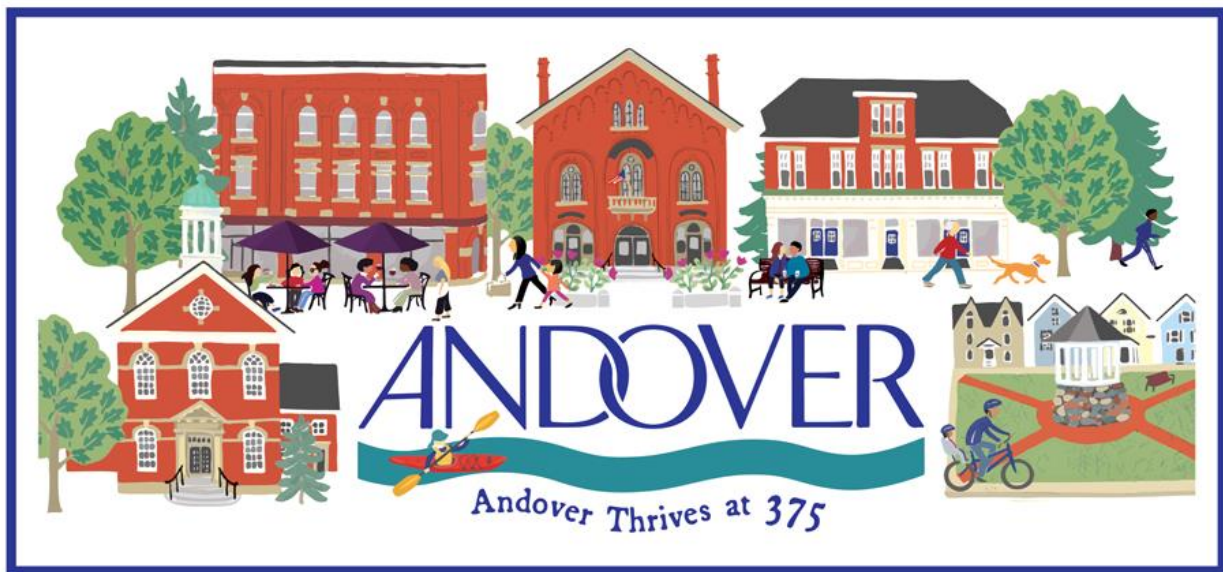
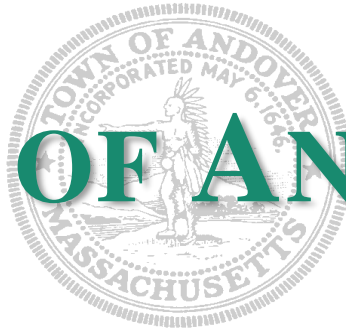


TOWN OF ANDOVER



TOWN MANAGER'S RECOMMENDED FISCAL 2023 BUDGET & FINANCIAL PLAN

**ANDREW P. FLANAGAN
TOWN MANAGER**

FEBRUARY 4, 2022



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Andover
Massachusetts**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Andover
Massachusetts**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morrill

Executive Director



TABLE OF CONTENTS

	<u>PAGE</u>		<u>PAGE</u>
1. <u>Introduction to the Budget</u>	1	Fire-Rescue	102
Citizen’s Guide to the Budget	2	Public Works.....	109
Budget and Warrant Schedule	4	Public Works Water & Sewer.....	123
Mission & Values Statement	5	Public Facilities.....	126
Organizational Chart.....	7	Schools.....	136
2. <u>Town Manager’s Transmittal Letter</u>	8	5. <u>Fixed and Unclassified Expenses</u>	138
3. <u>Executive Budget Summary</u>	23	▪ Technical Schools.....	139
4. <u>Operating Budget Requests</u>	34	▪ Debt Service Info.....	140
Moderator & Select Board.....	37	▪ General Insurance	145
Finance Committee.....	38	▪ Unemployment Compensation	145
Town Manager.....	39	▪ Health Insurance	147
Human Resources.....	44	▪ OPEB	148
Town Clerk	46	▪ Retirement.....	149
Finance & Budget	51	▪ Compensation Fund.....	151
Other General Govt. Budgets	59	▪ Reserve Fund	151
Information Technology	61	6. <u>Revenue & Expenditure Projections</u> ...	152
Community Development & Planning	67	7. <u>Property Tax Information</u>	156
Department of Community Services	75	8. <u>FY23 Capital Improvement Program</u> .	162
Library	87	9. <u>Budget Process, Requirements, and Fund</u>	
Police	93	<u>Information</u>	167
		10. <u>Credit Rating Information</u>	176
		11. <u>Glossary of Terms</u>	183

SECTION 1



INTRODUCTION



A Citizen's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Town Manager's Recommended FY 2023 Budget & Financial Plan is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This section of the Town Manager's Recommended FY 2023 Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Andover.

The Budget Process

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

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

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

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

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

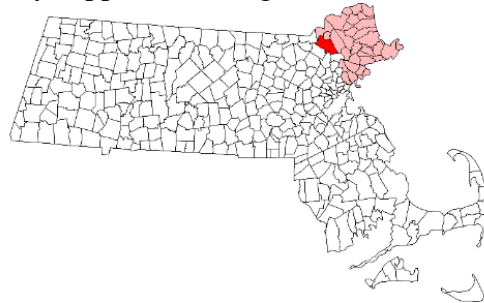
Community Profile

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

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

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

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



Name: Town of Andover	Settled: 1642
County: Essex	Incorporated: 1646
Total Area: 32.1 Sq. Miles	Population: 33,201 (2010 Census)
Land: 31.0 Sq. Miles	Elevation: 180 Feet
Water: 1.1 Sq. Miles	Coordinates: 42°39'30" N 71°08'15" W
Public Roads (Town): 188 Miles	Website: http://www.andoverma.us
Public Roads (State): 23 Miles	Schools: Pre-K through Grade 12
Form of Gov't: Open Town Meeting	
FY22 Residential & Open Space Tax Rate: \$14.60	
FY22 Avg. Single Family Home Value: \$759,456	

**SELECT BOARD & FINANCE COMMITTEE MEETING SCHEDULE
FY2023 BUDGET AND 2022 WARRANT ARTICLE REVIEW**

February 2022

- Fri. 4th Town Manager's Recommended FY2023 Budget Released
- Mon. 28th Town Manager Presents Recommended FY2023 Budget to Select Board

March 2022

- Sat. 5th Town Department Budget Meeting
- Wed. 9th School FY2023 Operating Budget Presented to Tri-Board
- Mon 14th Budget & Warrant Article Votes
- Mon. 21st Warrant Article Votes (Select Board)

April 2022

- Mon 4th Warrant Article Votes (Select Board)
- Mon. 25th Warrant Article Votes (Select Board)
- Fr. 29th Chair Letters Due to Finance Committee

May 2022

- Fri. 20th Finance Committee Report to the Printer
- Wed. 25th Finance Committee Report mailed to Residents

June 2022

- Sat. 11th 2022 Annual Town Meeting

Schedule subject to change, please visit committee agendas for up to date meeting information

TOWN OF ANDOVER
MISSION & VALUES STATEMENT

*Developed by the
Select Board, Town Manager, and Town Department Heads
Adopted by the Select Board 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 Select Board, as the chief policy makers for the Town of Andover, Massachusetts, will provide leadership in advancing the following primary and supporting values:

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

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

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

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

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

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

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

VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY

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

VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY

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

VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY

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

THE ANDOVER VISION

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

QUALITY EDUCATION

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

OPEN SPACE AND RECREATION

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

VIBRANT DOWNTOWN

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

SMALL-TOWN CHARACTER

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

CITIZEN PARTICIPATION

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

HISTORICAL HERITAGE

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

CULTURAL DIVERSITY

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

FINANCIAL STABILITY

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

HEALTHY AND SAFE ENVIRONMENT

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

MANAGEMENT OF NATURAL RESOURCES

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

TOWN SERVICES

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

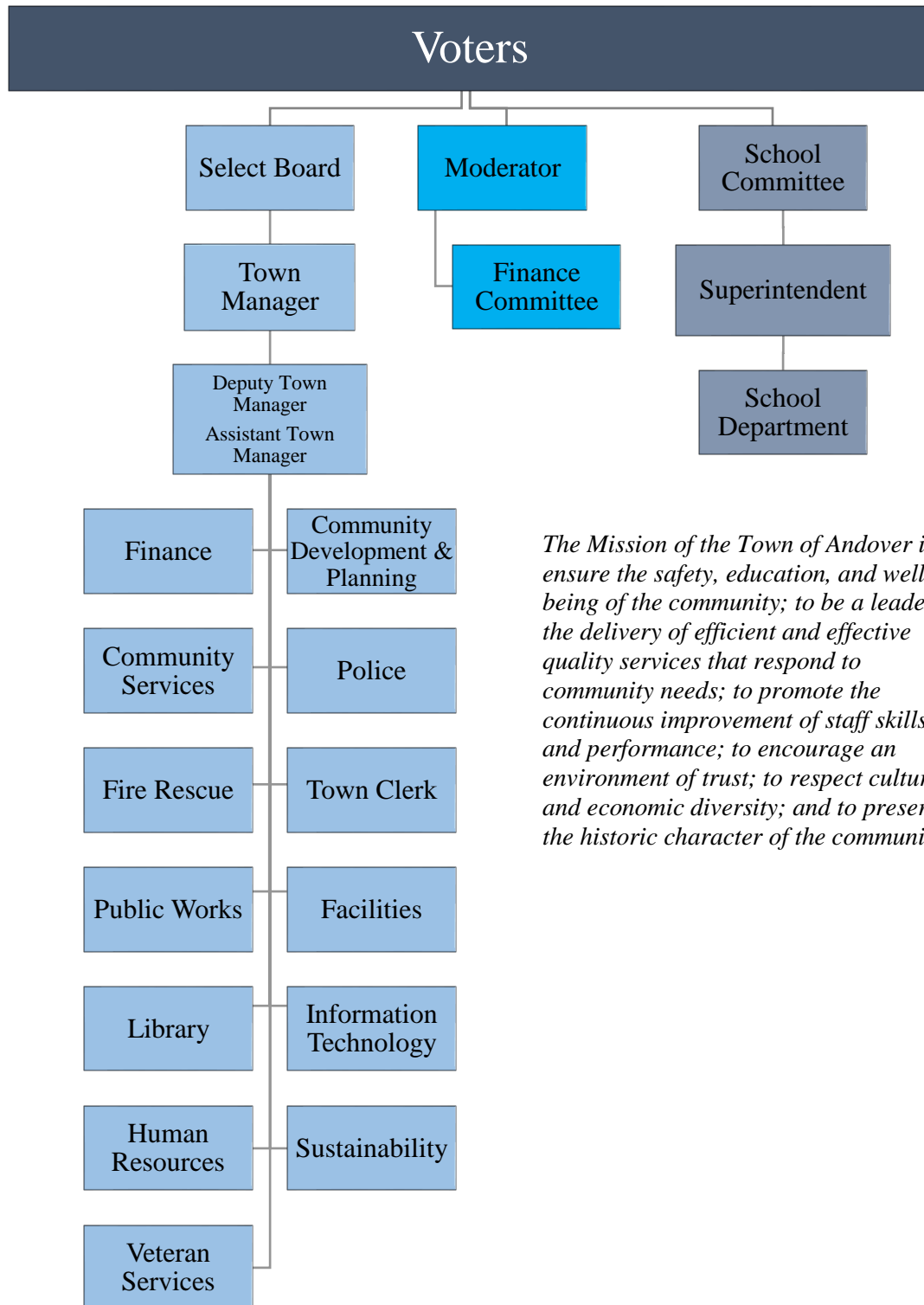
HUMAN SERVICES

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

TRANSPORTATION

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

ORGANIZATIONAL CHART



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

SECTION 2



TOWN MANAGER'S TRANSMITTAL LETTER



TOWN OF ANDOVER

TOWN MANAGER'S OFFICE

36 BARTLET STREET
ANDOVER, MA 01810
(978) 623-8200

WWW.ANDOVERMA.GOV

Andrew P. Flanagan
Town Manager

February 4, 2022

To: Honorable Christian C. Huntress & Members of the Select Board
Honorable Chair John Barry & Members of the Finance Committee

I hereby transmit to you the recommended FY 2023 operating and capital budgets. The Town Manager's Recommended Budget as proposed totals \$223,212,490, which is an increase of \$7,574,491 (3.51%) from the current budget. The Water & Sewer Enterprise Funds, which are exclusive of the General Fund, total \$15,009,259 as proposed, which is an increase of \$595,713 (4.13%). The total available increase for Town and School Operations is \$4,636,504, which represents an increase of \$1,229,065 (2.75%) for Town operations and \$3,407,439 (3.68%) for School operations. The Town budget also includes an additional \$250,000 (0.55%) in order to account for a transfer from employee wages to the Unfunded Liability Offset account. \$7,325,997 will be either raised or appropriated to fund non-appropriated expenses, state assessments and certain capital projects.

Over the past several months, the Administration defined the fundamental goals and objectives from which the FY 2023 budget has been developed. Those goals are as follows:

- Develop an FY 2023 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Select Board financial policies, goals and objectives;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;
- Maintain employee compensation in a manner that provides opportunities for equity through modest adjustments that are consistent with the Town's long-term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short and long term;
- Identify opportunities to reduce the Town's unfunded liabilities, including pension and OPEB costs;
- Continue developing a long-term financial model that provides for predictability and sustainability of operations;
- Establish a capital program that is based on an annual spending target (5.72%) for cash and debt appropriations that provides the Town with the ability to expand capital capacity and fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Balancing Community Needs with Fiscal Responsibility

Throughout the budget process, considerable attention has been given to balancing the needs of the community, expectations of Andover's residents and the obligation to develop a financing plan that is fiscally responsible. Accordingly, the following revenue and expenditure assumptions were used to develop the FY 2023 recommended budget:

Revenues

- **Tax Levy** to increase by the 2.5% (less Excess Levy Capacity) as allowed by Proposition 2 ½ plus New Growth.
- **New Growth** estimate is based on an adjusted 10-year average of actual New Growth.
- **Local Receipt** estimates are based on trend analysis of actual collections by category.
- **State Aid** projections have been adjusted to reflect the Governor's Budget proposal (H1).
- **Free Cash** to be appropriated only for one-time capital expenditures while maintaining a balance that will provide for a stable amount of Free Cash in future years.

Expenditures

- **Town and School Operating Budgets** to increase only by the amount of available funds after meeting the funding requirements of all obligations.
- **Retirement** contribution will total \$6,253,955, per the existing funding schedule established by the Retirement Board. This is reflective of the normal costs and the remaining unfunded liability. The pension obligation bond debt service will be paid out of the Debt Service budget.
- General Fund **Other Post Employment Benefit (OPEB)** funding will be based on the following:
 - 0.4% of the FY 2017 budget plus a 2.5% annual increase.
 - Appropriating to the OPEB Trust Fund the incremental annual savings in the health insurance budget from the OPEB Reform Plan that was adopted in April of 2016.
- **Employee Health Insurance** expense to decrease by 0.49%, net of transfers to the OPEB Trust Fund and savings from increased employee contributions.
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a 5.55% of the adjusted revenue budget, slightly less than the target of 5.72%.

Based on the assumptions as outlined above, Town departmental personnel and expense budgets are increasing by a total of \$1,499,065 (3.34%), of which \$250,000 (0.55%) will be transferred directly to the Unfunded Liability Offset account, which is a component of our pension obligation bond reserve fund strategy. The net increase in the Town budget is 2.75%. Some of the more significant budget changes include the following:

Compensation & Unfunded Liability Offset

Each of the Town's collective bargaining agreements are settled through June 30, 2022. The Town will begin negotiations for successor contracts with all Town bargaining units this winter.

The FY 2023 budget recommends that \$848,339 be appropriated to the compensation fund, which will be available to fund the settlements reached with the Town unions.

FY 2023 will be the fourth year that the Unfunded Liability Offset (ULO), which is a permanent and reoccurring funding source for our unfunded liabilities, has been included in the collective bargaining agreements with five of the seven unions. Under the ULO provision, employees will continue to contribute 1% of their regular pay, which will be transferred to our Pension Obligation Bond Stabilization

Fund. In FY 2023, this will result in approximately \$250,000. It is expected that the ULO will generate approximately \$5.7M between FY 2022 and FY 2040.

Andover Public Schools + \$3,407,439

The FY 2023 recommended budget for the School Department is \$96,000,891, a 3.68% increase from FY2022. This increase is lower than the anticipated increase of 3.75%. The total recommended appropriation for the School Department budget is \$95,126,891, which is \$874,000 less and a result of capital and information technology offsets, and a one-time transfer from Human Resources. As I noted in the FY 2023 Capital Improvement Program letter, there are major improvements needed at school buildings that we expect to be in service for the next several decades. In the CIP letter, I noted that a debt exclusion may need to be considered for these major projects.

The FY 2023 recommended budget for the school department allocates funds (\$604,000) to offset the costs of debt service associated with major school improvements at Doherty Middle School. The needed improvements at Doherty Middle School, which include ADA and code improvements, were central to the need for a possible future debt exclusion. According to the 2016 Facility Master Plan, six Town and School buildings were considered “high priority” and in need of significant investment. Doherty Middle School is the only remaining building from the “high priority” category that has not been renovated, replaced, or approved to be replaced. The other buildings from the “high priority” category were Town Yard/Municipal Services Facility, Ballardvale Fire Station, Shawsheen Pre-School, West Elementary and Center at Punchard (now the Robb Center). The \$604,000 from the School Department budget will be used to offset the debt service costs associated with approximately \$9 million in building improvements. This capital allocation will be transferred to the debt service budget (within the CIP) on an annual basis and throughout the term of the borrowing.

In addition, \$250,000 from the recommended School Department budget will be transferred to the Town Information Technology budget to offset the costs of leasing student devices. This represents year one of a three-year process to transition the IT-2 capital budget into the operating budget. The budget also includes a onetime \$20,000 transfer from the School Department budget to the Town budget to offset human resources expenses. This completes the human resources reorganization.

Information Technology + \$363,025

The Information Technology budget includes an increase of \$363,025 or 13.97%. The Information Technology Department serves all Town departments and Andover Public Schools. The FY 2023 budget includes a \$250,000 transfer from the School Department to offset the costs associated with leasing student devices. The recommended budget also includes funds to increase one benefited position currently at 0.80 FTE to 1.0 FTE which will support all Town departments and Andover Public Schools.

Wellness & Support Services + \$106,885

This new division transfers an existing position that was budgeted within the Police Department into a division focused on wellness, mental health, treatment service referrals, and social work. The Town is moving forward with hiring a licensed clinician that will serve as not only a service provider but also as a coordinator of the Town’s social work, mental health and substance use disorder resources. This division will serve as “the hub” for these types of services and better align the Town’s overall strategy for meeting the evolving needs of the community. This budget will be supplemented by a \$100,000 state earmark to support the establishment of the division and leverage American Rescue Plan Act (ARPA) funds to provide clinical resources. Andover has served as a model for referring individuals to treatment and rehabilitation. Through integrated support services, we will implement a shared vision of wellness throughout the community that balances the needs of our youth, adults and seniors.

Facilities Department + \$55,715

The recommended budget for the Facilities Services Division within the Facilities Department includes \$55,175 to fund an additional custodial position for Town buildings. This additional custodian is necessary as a result of major increases to the total square footage of Town buildings and the need to provide adequate services to the newest facilities and those with the highest usage. The table below provides an analysis of the amount of square footage per custodian currently and under the proposed increase:

	Square Footage	# of Custodians	Sq. Footage per Custodian
2017	183,685	8	22,961
Current	250,535	8	31,317
Recommended	250,535	9	27,837

Based on the recommendation, each custodian will still be responsible for approximately 20% more square footage than in 2017. However, the additional position and improved coordination of resources will provide adequate custodial coverage at all Town facilities. The additional custodian will also provide the Town with the flexibility to increase the operating hours of Town buildings to meet the demand for increased programming without incurring significant overtime costs.

Human Resources + \$155,660

Effective January 1, 2022, the Town and School Department implemented the planned reorganization of the previously shared Human Resources Department. The increasing complexities associated with human resources administration for 1,600 employees spread out between two unique organizations highlighted the deficiencies of the prior model and served as the basis for the decision to creating a Town Human Resources Department. Prior to the reorganization, Andover was the only town among our comparable communities that did not have a dedicated, full time Director of Human Resources. Additionally, Andover had the highest HR staff to employee ratio of any one of our comparable communities. The reorganization resulted in the transfer of one full time position from the school department. The newly established Town Human Resources Department will also include benefit administration for all Town and School Department employees. The expense budget for the Human Resources Department will be funded by a \$20,000 transfer from the School Department Budget

Compensation Fund + \$693,013

All Town union contracts will expire on June 30, 2022. There are no cost-of-living adjustments or general wage increases for union personnel reflected in any of the department budgets or personnel detail. The Town will soon begin negotiating with its bargaining groups for successor contracts. The Compensation Fund allows the Town to appropriate a sum of money to fund wage adjustments or other financial considerations included in settled contracts. These funds will be transferred into departmental budget upon ratification of the settled contracts and appear in those budgets in future years.

Employee Health Insurance

I do not anticipate that the Select Board will take any formal action to change health insurance plan design for FY 2023. That is mainly due to the fact that the Town does not expect official plan design changes from the Group Insurance Commission (GIC). Should that change, the Select Board may consider voting to invoke Section 22 of Chapter 32B. The recommended budget includes a projected 0.49% decrease in employee health insurance costs for FY 2023.

Pension Funding

Previous budget letters have included a statement about how the Town's required appropriation to the pension fund was becoming a significant burden on operating budgets and presented the greatest threat to our bond rating and long-term financial stability. In June of 2021, Annual Town Meeting and voters at the ballot box approved the Town's pension obligation bond plan, which fundamentally changes the funding requirements of the Town's pension liability. The longstanding funding schedule that required annual, compounding increases will be replaced with a debt schedule that is largely fixed through 2040. In December of 2021, the Town moved forward with a pension obligation bond issuance that yielded an interest cost of 2.367%. The issuance was the last step of a two-year planning and community engagement process that will result in an approximately \$142 million in savings over the next eighteen years. The anticipated savings are a result of the difference between the prior funding schedule and the new debt schedule that will service the pension obligation bond.

Excess Levy Capacity

The FY 2023 budget includes \$2,462,645 of excess levy capacity. Excess levy capacity represents the difference between the total amount of revenue being raised by property taxes and the levy limit. The levy limit is the total amount that any municipality can raise by taxation in accordance with the provisions of Proposition 2 ½. For the past five years, the Town has maintained \$300,000 in excess levy capacity per a standing vote of the Select Board. In FY 2023, that amount will increase to \$2,462,645. The increase is a result of the pension obligation bond plan and the fact that the overall pension cost has been reduced and that a portion of that cost is excluded from provisions of Proposition 2 ½ per vote of both Town Meeting and by referendum. It is important to note that the overall net tax impact of the pension obligation bond will be consistent with the plan approved by voters.

The Town must be judicious in its approach to managing excess levy capacity in future years. Maintaining excess levy capacity mitigates the overall financial impact of property taxes while providing budgetary flexibility in future years. As such, the Select Board will be asked to consider the following policy statement as it relates to excess levy capacity:

Excess Levy Policy Statement: Excess levy capacity shall be considered a restricted revenue with property tax implications and shall only be appropriated in accordance with the following:

- 1.) Excess levy capacity may be used to offset the costs associated with major capital projects and as a measure to mitigate the overall tax impact of said project(s).
- 2.) Excess levy capacity may be used to offset extraordinary expenses that may result in major service impacts or are otherwise unforeseen and critical to service delivery.
- 3.) If not used for one of the aforementioned purposes, excess levy capacity will be used to mitigate the impacts of property taxes.
- 4.) Excess levy capacity may not be used without the approval of the Select Board and Finance Committee.
- 5.) It is understood that the total excess levy capacity will fluctuate annually based on the valuation of real property, each classification's share of the total levy and certified new growth.

Other Post-Employment Benefits (OPEB) Funding

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

Upon the release of the OPEB Advisory Committee's Report on March 31, 2016, the Select Board held public hearings on the report's recommendations. The Select Board charged the Town Manager with developing a plan to address the unfunded liability through an equitable and comprehensive approach.

On April 20, 2016, I presented a plan to the Select Board. The guiding principles of the plan included the following: a "phased in" approach to contribution increases, mitigating potential impacts to current retirees, maintaining a quality benefit plan for retirees and establishing a funding schedule that redirects any potential savings from changes to retiree premium contributions to the OPEB trust fund and therefore reducing Andover's long-term unfunded liability. FY 2020 was the fourth and final year of the phased approach.

The last component of the plan was to redirect any savings from increases in premium contributions to the OPEB Trust Fund. Based on the existing funding schedule and the plan adopted by the Select Board, it is estimated that the Town will fully fund its OPEB obligation in approximately thirty-eight (38) years. As a result of the existing funding schedule and other steps taken through collective bargaining, the Town is able to mitigate the overall rate of growth of the unfunded liability.

The FY 2023 recommended budget includes a total appropriation of \$1,872,288, which includes \$118,875 from the Water & Sewer Enterprise Funds, \$714,371 from the General Fund, and \$1,039,042 from health insurance savings.

Water & Sewer Enterprise Funds

In April 2019, the Select Board adopted a comprehensive water rate plan to 1.) Accelerate the water main replacement program, 2.) Align paving restoration from the gas disaster with the water main replacement program, 3.) Alleviate brown water conditions through increased investment, and 4.) Fully take advantage of state financing programs. The plan, which was implemented in FY 2020, requires an annual 5% increase in water rates in FY 2021, FY 2022 and FY 2023. Following FY 2023, the plan requires that rates be increased by 3.5% for the following five years. Based on the plan, the Town will proceed with an historic \$6M annual investment in the water main replacement program in each year the rate is increased by 5% and with a \$5M annual investment in the succeeding five years based on a 3.5% annual increase in rates. The plan allows the Town to (i) reduce the schedule of the water main replacement program from 27 years to 15 years and to (ii) directly align both the repaving program associated with the gas disaster and the water main replacement program. This has provided the Town with the opportunity to capitalize on one-time revenues to efficiently address the aging water distribution system in the parts of Town impacted by the gas disaster. Furthermore, the Town sought and received approval from the State to take advantage of the State Revolving Fund Program (SRFP), which provided a no-interest loan to the Town for water infrastructure improvements.

The Water Enterprise Fund continues to benefit from the ninety-nine-year agreement through which the Town provides the Town of North Reading 100% of its potable water. The agreement will yield over \$1B in new revenue over its term and will subsidize the Water Enterprise Fund's operating and capital budgets by approximately 33%.

Pursuant to the prior rate study conducted in 2016, sewer rates will continue to increase by 2.5% in FY 2023. Both the FY 2023 recommended operating and capital water and sewer budgets are reflective of the rate structures adopted by the Select Board.

Capital Improvement Program

The Town Manager’s Recommended Capital Improvement Program (CIP) for FY 2023 totals \$17,801,119. The following revenue sources provide the funding for the projects:

General Fund Revenue	\$2,756,500
General Fund Borrowing	\$5,250,000
Use of Free Cash	\$1,870,340
General Fund Exempt Borrowing	TBD
Special Dedicated Funds	\$1,364,279
<u>Water and Sewer Enterprise Funds</u>	<u>\$6,560,000</u>
Total Recommendation	\$17,801,119

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.

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 is aligning projects with departmental and select 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 we are able to meet the long-term needs of our community. The non-exempt target remains at 5.72%. The FY 2023 CIP is 5.55% of budget and is slightly less than the identified annual target. This is the result of a coordinated effort to reserve future capacity and provide long term assurances that we will be able to meet and fund our 5.72% target well into the future. The recommended FY 2023 CIP is balanced and supports investments in all functions of Town government within the context of our 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 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
<i>Prior Non-Exempt Debt</i>	6,167,227	5,891,180	5,641,656	5,253,119	4,962,777
<i>Capital Projects from Taxation</i>	2,756,500	4,840,750	3,785,500	3,633,350	3,332,500
<i>New Non-Exempt Debt Service</i>		646,667	1,717,667	2,571,355	3,559,657
<i>Non-Exempt Debt To Be Issued FY22/FY23</i>	1,999,522	2,170,141	2,379,381	2,316,329	2,248,153
<i>Total Non-Exempt Tax Burden</i>	10,923,249	13,548,738	13,524,204	13,774,153	14,103,087
<i>Pro Forma Adjusted Revenue Budget</i>	199,045,384	206,179,836	213,012,548	219,253,968	226,790,184
<i>Budget for Plan at 5.72%</i>	5.72%	5.72%	5.72%	5.72%	5.72%
<i>Plan as % of Adjusted Revenues</i>	11,385,396	11,793,487	12,184,318	12,541,327	12,972,399
<i>Variance from Budget</i>	(462,147)	1,755,251	1,339,886	1,232,826	1,130,688

Capital Project Fund (General Fund Revenue)

The recommendation for the Capital Project Fund is \$2,756,500 from General Fund Revenues. The recommendation for funding Town departments’ requests is \$1,485,000 and \$1,271,500 for School Department requests. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years.

Funding from General Fund Revenue includes funds for maintenance projects within our Town and school buildings, public works vehicles, our Participatory Budgeting Program, and the second phase of our climate and sustainability action plan.

Free Cash

The Town’s Certified Free Cash Balance for FY 2022 is \$8.2M. The CIP recommends that \$1,870,340 be appropriated from Free Cash to fund the Town & School technology program, police and fire apparatus replacement, and minor sidewalk repairs.

For the second year, I am recommending \$250,000 of Free Cash be dedicated to Minor Sidewalk Repairs, which will complement our Sidewalk Program. A total of \$1,270,340 is recommended for Information Technology including staff devices, student devices and platforms and infrastructure. This year’s CIP represents an effort to identify a sustainable annual budget for capital investments in Town and School technology. The CIP is not able to accommodate significant fluctuations in technology capital expenditures on an annual basis but should be able to fund approx. \$1.2M in annual investments moving forward. While this target budget may be adjusted in the future, it will serve as the basis as we plan for future years.

I am also recommending that the annual investment in police vehicles be funded from Free Cash. Police vehicles have the shortest useful life out of all Town vehicles and therefore must be funded by General Fund Revenue or Free Cash. Using Free Cash as the recommended funding source has provided us with the flexibility to increase investments in facilities and provide the necessary resources to move forward with other Town priorities that are being recommended to be funded in Article 5 (General Fund Revenue).

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 \$5,250,000 for FY 2023. The sum of \$1,650,000 is being recommended for major school projects which includes the replacement of the West Middle School kitchen floor, the renovation of the playground at Wood Hill/High Plain, paving of the rear driveway at Sanborn Elementary and design of an elevator and code upgrades at Doherty Middle. For major Town projects, \$1,600,000 is being recommended for projects that include the restoration of the Memorial Hall Library cupola, site work for the parking lot design at the Ballardvale Fire Station, and improvements at the public safety center.

General Fund Borrowing – School Transfer

The final Capital Improvement Program will include a \$604,000 transfer from the School Department Budget. The transfer will serve as a dedicated funding source for the proposed improvements at Doherty Middle School. The estimated costs of the improvements is approximately \$9,000,000 and will need to be approved through a general fund borrowing authorization at Town Meeting. If approved, the \$604,000 transfer will offset debt service costs associated with the borrowing. This additional funding will remain in place until the debt is fully amortized and will not be included as part of the calculation used to determine the 5.72% target.

General Fund Exempt Borrowing

At the Annual Town Meeting on June 5, 2021, and at the Special Town Election on June 15, 2021, voters approved a debt exclusion which will fund the construction of a new West Elementary/Shawsheen Preschool. The project is exempt from the limitations of Proposition 2 ½ and it is anticipated that debt service for the project will come online in FY 2023.

Looking ahead, the Select Board, Finance Committee and School Committee will need to discuss the future of Andover High School. The Town and School Committee have submitted a Statement of Interest to the Massachusetts School Building Authority and expect a decision on whether AHS has been accepted into the project by March of 2022. This project, with or without MSBA support, would require a debt exclusion. Additionally, I expect to engage the School Committee in a discussion about the need to address school improvement projects at buildings that are expected to be in service for the next several decades. The aggregated cost of these improvements warrants consideration of a debt exclusion to address district wide school improvements. There is a precedent for using a debt exclusion as an appropriate funding mechanism for major, districtwide improvements.

Special Dedicated Funds

There is one project being recommended from Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended at \$1.36M.

Water and Sewer Enterprise Funds

The Water and Sewer Enterprise Fund will support six recommended projects for FY 2023 totaling \$6,560,000. This year it is recommended that \$6,000,000 be appropriated for the continuation of the major water main replacement program. Additional requests include \$350,000 for Water and Sewer Vehicles, and \$210,000 for the Dale Street pumping station.

The requests for FY 2023 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 FY 2023 which provides the Town with the resources to accelerate the overall water main replacement program by approximately 12 years and integrates 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 an accelerated replacement of water mains.

Tax Implications

The Select Board & Town Manager’s goals reflect an ongoing review of how expenditures impact taxpayers. This analysis has centered, specifically, on how the budget and other expenditures impact the average residential tax bill. Based on the actual share each classification (i.e., Residential, Commercial/Industrial & Personal Property) holds as a percentage of the total levy for FY 2022, the impact of the approved pension obligation bond debt service and of the senior tax exemption, the projected average single-family tax bill increase for FY 2023 is 5.9%. The table below provides a breakdown of the projected increase:

	% Increase	\$ Increase	
Budget Development	3.39%	\$376	Subject to valuations and changes in levy share
Senior Tax Exemption	0.12%	\$13	Subject to pending state legislation that may double the circuit breaker
West Elementary Exempt Debt	0.20%	\$22	Subject to valuations and changes in levy share
Pension Obligation Bond	2.20%	\$244	Subject to valuations and changes in levy share
Total Increase	5.91%	\$655	

The increase resulting from the Recommended Operating Budget and Capital Improvement Program is consistent with the ten-year average single-family tax bill increase. As a result, it is also consistent with the Select Board’s goal of using the ten-year average as a benchmark for building the budget. The senior tax exemption program contributes 0.12% to the overall increase. The tax exemption program is a non-appropriated expense that is not part of the budget, but rather is a redistribution of the overall tax burden. The overall increase is inclusive of the portion of the pension obligation bond debt service that is exempt from Proposition 2 ½ and. The increase also includes the first year of debt service from the West Elementary and Shawsheen Preschool building project. Voters approved two debt exclusions in June 2021. The pension obligation debt exclusion authorizes the Town to exempt fifty percent of the pension obligation bond debt service from the limitations of Proposition 2 ½. The approval required a vote of Town meeting and by referendum. The increase associated with the pension obligation bond debt service is 2.2%. It is important to note that this portion of the tax bill should decrease over time and will end when the debt service is fully paid off in 2040. The projection also includes the initial, first year impact of the exempt debt service that is required to fund the West Elementary/Shawsheen Preschool Building project which was also approved at the 2021 Annual Town Meeting and by referendum. While

the year one impact results in 0.20% increase in the average single family tax bill, the majority tax increase associated with this project will be included as part of the FY 2024 tax bill.

Given the significant increase in residential property values, it is critically important to note that this projection is subject to the actual valuation of property in each classification, the tax shift as applied by the Select Board and each classification's share of the total levy. These factors will not be determined until the tax classification process concludes in December of 2022.

Aligning Select Board Goals & Objectives with Budget Priorities

Over the past several years, we have made incremental modifications to the budget process and to the document itself in order to better align the budgeted priorities with those of the Select Board. I am pleased to report that the funding decisions contained in the FY 2023 budget fully integrate the Board's priorities as articulated in the goals and objectives that have been transmitted by the Board at meetings and throughout the course of the year. Below is an overview of how the Board's input has been integrated into the budget:

Administration and Finance

- The budget was developed based on a revenue recommendation that was reviewed and adopted by the Revenue and Expenditure Task Force
- The budget was developed in accordance with the Board's policy position of maintaining \$300,000 in excess levy capacity, and built around the ten-year average single-family tax bill
- The budget captures excess levy capacity as it relates to the pension obligation bond
- Funds are recommended to be appropriated to the Compensation Fund for successor contracts with all Town unions
- Included in the budget (with no increases in FTEs as a result of a transfer) is the formation of a Wellness and Community Support Services Division focused on providing mental health and community support services

Citizen Response Management & Engagement

- The budget includes reorganization and job function re-alignment in order to staff a fully functional customer service center
- Funds are included within the Information Technology Department for a full re-fresh of the town website, including a new mobile app
- Andover Central and Andover Data and their corresponding reporting functions are fully funded within the FY2023 Budget

Capital Improvements

- The third year of the Sidewalk Program is included within the Capital Improvement Program within the budget
- The Capital Improvement Program includes improvements to public buildings, including ADA enhancements and energy management upgrades

Downtown Andover & Historic Mill District

- The Town is entering the final phase of disposition of the Old Town Yard. Minco Development will finalize their conceptual development plan for the site and petition the various regulatory boards
- Reconstruction of the intersection at Shawsheen Road / Red Spring Road / Essex Street to improve safety and connectivity to Downtown and Historic Mill District

- Reconstruction of municipal parking lots behind Old Town Hall will commence in 2022 to allow for improved parking, circulation, pedestrian access, connectivity, drainage, and inclusion of “green infrastructure”

River & Open Space Access

- Funds are recommended to increase the capacity of the Land Manager within the Conservation Division
- Funds are recommended to review and update the Andover Wetlands Protection Bylaw

Energy & Sustainability

- The budget includes funds for the second phase of the climate and sustainability action plan

Diversity, Equity & Inclusion

- The budget continues funding for our newly hired Director of Diversity, Equity, and Inclusion who will lead the efforts identified by the DEI Commission and their strategic plan

Community Engagement

The Town has continued to evolve, adapt and find innovative ways of providing 21st century services in light of increasing expectations for information, data-driven decision making and effective and dynamic communications. This effort has focused on improving the “customer experience” with the goal of providing residents and businesses with a first-class experience, whether that experience is transactional, information seeking or bringing forward a concern.

We have taken several steps towards prioritizing this approach in FY 2022. Andover launched “Andover Central” in 2020 and was the first Town in the Commonwealth to develop and manage a 311 Center. Andover Central provides users with the opportunity to find answers to questions through the comprehensive knowledge base, to file a concern or complaint, or to track progress on an issue. In addition, we have built-out our communication platforms and maintain a robust presence on the web and through all social media channels. Residents have the ability to choose how they receive communications and it has been our collective mission to meet residents on platforms where they are most comfortable communicating.

The pandemic required that we look at alternative staffing models in order to continue to provide adequate services to the community. That process resulted in the creation of a Customer Service Center that provides residents with the opportunity to conduct all of their business from a central location at Town Offices. We have been able to cross-train administrative personnel across departments and divisions and will soon construct a permanent Customer Service Center on the ground level of the Town Offices building. These physical improvements, including expanding public meeting spaces, making offices and transaction counters ADA complaint, were funded at the 2020 Annual Town Meeting. While the construction schedule was delayed because of the pandemic, we expect to begin the work in summer of 2022.

The Town has made major efforts to secure grant funding from the Commonwealth to make innovative customer service improvements, including building a one-of-a-kind mobile Town Hall vehicle and a customer service kiosk downtown. The Town accepted delivery of mobile Town Hall in 2021 and this new resource has given us the ability to replicate the transactional experience currently offered only at Town Offices in other parts of the Town. From dog licenses to paying tax bills, the mobile Town Hall provides residents a new option at locations that are most convenient to them. The mobile Town Hall will also have the capacity to serve as an information center during storms, power outages and other significant events requiring a Town presence.

The Town was awarded the Massachusetts Municipal Association's Kenneth Pickard Innovation Award in January 2022 in recognition for the organization's work in the areas of customer service and public engagement.

Future Budget Performance and Outlook

Looking beyond FY 2023, the most significant financial challenges we expect to face are a.) sustainability of economic growth b.) the cost of employee health insurance c.) the rising costs of goods and services and d.) addressing the major capital needs of our school buildings. I expect that we will explore creative strategies to effectively address these challenges in a manner that is fiscally responsible and sensitive to the overall impact to taxpayers. In order to do so, the Town must remain committed to the tenets of the long-range financial plan. The Town has made major progress towards establishing long term financial stability by reshaping how we fund our pension liability and by implementing reforms that change pension eligibility and that require contributions from active employees. While looking ahead, we must remain cognizant of the other budget drivers that may pose challenges to our ability to present balanced budgets in the future and impact our ability to meet the evolving needs and expectations of our community. Property taxes and the annual increases borne by taxpayers will continue to be a primary consideration throughout the budget development process. Budget controls and expenditure limitations alone will not result in an equitable balance between property tax relief and our ability to meet service delivery expectations. Budget controls and expenditure limitations must be coupled with an economic development strategy that further diversifies the overall tax base in order to effectively manage the impacts of property taxes over time. Andover has been fortunate to have realized historic economic growth across property classifications for several years leading up to FY 2022. While similar growth cannot be relied upon in the long term, the Town will need to continue developing a realistic economic development strategy that promotes responsible growth within our community. The Town's ability to expand its tax base through responsible development will further provide long term stability and mitigate the financial impacts of providing services and financing major capital expenditures.

I look forward to engaging the various stakeholders, including our employees and our elected and appointed boards and committees, as we make decisions to move the community forward.

Conclusion

We remain committed to meeting the expectations of Andover residents. The FY 2023 Recommended Budget is reflective of our collective efforts to provide exceptional services and of our commitment to continue working towards improving our community. This year's budget provides the Town with the opportunity to make meaningful progress towards each of the Select Board's goals, including: Long Range Financial Planning, Citizen Response Management and Engagement, Capital Improvements, Downtown Andover & Historic Mill District, River and Open Space Access, Energy & Sustainability, and Diversity, Equity, and Inclusion. The Administration and Senior Management Team will continue to collaboratively develop creative approaches that will position the Town to effectively confront our complex challenges and to improve and enhance services within the constraints of our available resources.

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

I would like to thank the Select Board for its leadership and policy direction as it relates to the development of the FY 2023 Budget. I want to recognize the Town's Department and Division Heads for their professionalism and commitment to the process. Both their input and institutional knowledge of

their departments and the organization proved invaluable. I would like to acknowledge Superintendent of Schools Dr. Magda Parvey and the School Committee for their collaboration on this budget, and I look forward to their support as we continue to prepare for Town Meeting. I want to recognize Executive Assistant Kathryn Forina and Management Analyst Faith Mangiafico for all their assistance and support in facilitating the work that goes into developing the budget. I am most of all indebted to Finance Director Donna M. Walsh and Assistant Town Manager Patrick J. Lawlor who worked nights and weekends to prepare and ensure the quality of this document. I also want to thank Deputy Town Manager Michael A. Lindstrom for providing his guidance throughout the budget process.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'A. Flanagan', is centered on the page.

Andrew P. Flanagan
Town Manager

SECTION 3



EXECUTIVE BUDGET SUMMARY

EXECUTIVE BUDGET SUMMARY

THE OVERALL BUDGET

The FY 2023 Town Manager's Recommended Budget totals \$223,212,490. This sum represents a \$7,574,491 or 3.51% increase over the final FY 2022 Budget of \$215,637,999. The sum of \$215,886,493 is currently being recommended for the Article 4 Operating Budget, which includes the budgets for all Town Departments, the School Department, Water and Sewer Enterprises, and Fixed/Shared Obligations. An additional sum of \$7,325,997 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles.

TOWN DEPARTMENTS

The FY 2023 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$46,442,329. This represents a \$1,519,065 or 3.34% increase over the FY 2022 appropriation of \$44,923,264. The FY 2023 budget recommendation includes Personnel Services and Operating Expenses for all Town departments. The Town operating budget increase of \$1,499,065 includes transfers from the School Department of \$20,000 for Human Resource expenses due to the reorganization of the combined Town and School Human Resources Department effective January 1, 2022, \$250,000 for technology and \$604,000 for debt service to be used to fund school projects. The FY 2023 Recommended Budgets for the Water and Sewer Enterprises are \$10,070,846 and \$4,938,413 respectively.

SCHOOL DEPARTMENT

The Town Manager's FY 2023 Recommended Budget for the School Department is \$95,126,891. This sum represents a \$2,533,439 or 2.76% increase over the FY 2022 appropriation of \$92,593,452. The Town Manager has not yet had the opportunity to review the School Superintendent's budget request in detail, which will be subject to review by the School Committee, Finance Committee, and Select Board prior to the 2022 Annual Town Meeting in June. The School Department budget is net of transfers to the Town of \$20,000 for Human Resource expenses due to the separation of the combined Town and School Human Resources Department effective January 1, 2022, \$250,000 for technology and \$604,000 for debt service to be used to fund school projects.

FIXED COSTS AND OBLIGATIONS

Regional High Schools - For FY 2023, the sum of \$1,074,000 is being budgeted to cover the estimated expenses of Andover students enrolled in both the Greater Lawrence Technical High School and the Essex North Shore Agricultural and Technical School. This is an increase of \$274,000 over the FY 2022 budget of \$800,000. The significant increase is due to a higher number of students attending the regional

EXECUTIVE BUDGET SUMMARY

high schools. This is a preliminary estimate and may change when the two Regional School Committees vote on their appropriations in the coming months.

Debt Service - The sum of \$23,333,892 is recommended for FY 2023. This represents an increase of \$12,276,339 or 111.02% over FY 2022. The significant increase is attributed to the issuance of Pension Obligation Bonds (POB) in December 2021. Per vote of both Town Meeting and by referendum 50% of the POB debt service is exempt under the provisions of Proposition 2 ½. In addition the FY 2023 debt service appropriation includes the first year of debt service for the West Elementary/Shawsheen Pre-School project which is also excluded from Proposition 2 1/2. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges.

Employee Health Insurance - The sum of \$23,034,797 is recommended for FY 2023. This amount represents a small decrease from the FY 2022 budget (\$112,665) or (.49%). The FY 2023 budget amount will cover additional new subscribers and retirees in FY 2023. The budgeted amount is net of estimated savings generated from OPEB Reform (\$1,039,042) and from a change in employee/employer premium contributions effective July 1, 2017 (\$742,106). This preliminary amount is subject to change based on the results of the rate setting process currently underway.

Retirement Fund - The sum of \$6,253,955 is recommended for FY 2023. This appropriation reflects a decrease of \$6,643,435 or (51.51%) over the FY 2022 assessment. In FY 2022 the Town issued \$165,000,000 in Pension Obligation Bonds which funded approximately 90% of our unfunded liability. For FY 2023 the Town only has to budget for the normal cost and the remaining 10% of the unfunded liability. The FY 2023 pension assessment amount to be contributed reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2040 using a discount rate of 5.75%.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Projects Fund appropriation for FY 2023 totals \$2,756,500 and is based on allocating 5.55% of adjusted revenues to this purpose.

WARRANT ARTICLES & OFFSET EXPENDITURES

Other Town financial warrant articles included in the overall budget are estimated at this time to total \$2,839,821 for FY 2023 which includes the use of free cash and water and sewer reserves for capital needs. Offset Expenditures are proposed at \$2,097,531 to be funded through Offset Local Revenues.

EXECUTIVE BUDGET SUMMARY

REVENUES

At this time it is projected that the total revenue and other funding sources available and recommended for the FY 2023 Budget is \$223,212,490. Property taxes account for 74.57% of the Town's total revenue sources available to fund the FY 2023 budget. Local revenues sources account for 5.21% of the budgeted revenues, while State Aid contributes 6.51%, and Water and Sewer receipts 7.33%. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

Property Taxes. FY 2023 Property Taxes are recommended at \$166,435,148. This is a 2.45% increase over FY 2022 taxes as approved by the MA Dept. of Revenue on December 9, 2021. FY 2023 preserves \$300,000 in unused levy capacity. In addition there is \$2,162,645 in unused levy capacity related to Pension Obligation Bonds. There is also an additional \$8,656,912 of property taxes attributed to the Proposition 2½ debt exemptions for previously approved building projects and 50% of the debt service attributable to Pension Obligation Bonds. New Growth has been estimated at \$1,931,422 for FY 2023, representing a 10-year adjusted average.

State Aid. The sum of \$14,527,860 is included in revenues to reflect Andover's estimated State Aid for FY 2023. This number is based on the Governor's recently released FY 2023 budget and reflects an increase of \$290,330 or 2.04% over the Town's FY 2022 State Aid of \$14,237,230.

Local Revenues. Local revenues are projected at \$13,731,722 for FY 2023. This figure includes \$2,097,531 of departmental receipts used to offset the respective budgets. The Local Revenue figure reflects minimal increases in several categories due to the impact of the ongoing COVID-19 pandemic and generally represents a five year average of the majority of the local revenue categories adjusted for actual and projected activity.

Water and Sewer Enterprise Funds. The Water and Sewer Enterprise revenues are projected at \$16,360,537 for FY 2023.

Free Cash. The Town's Free Cash that will be available for the 2022 Annual Town Meeting is \$8,224,998. The Recommended FY 2023 Budget proposes to appropriate \$1,870,340 from Free Cash for Information Technology capital projects, replacement of police and fire vehicles and minor sidewalk repairs. There is no use of Free Cash being proposed to support operating budgets.

EXECUTIVE BUDGET SUMMARY

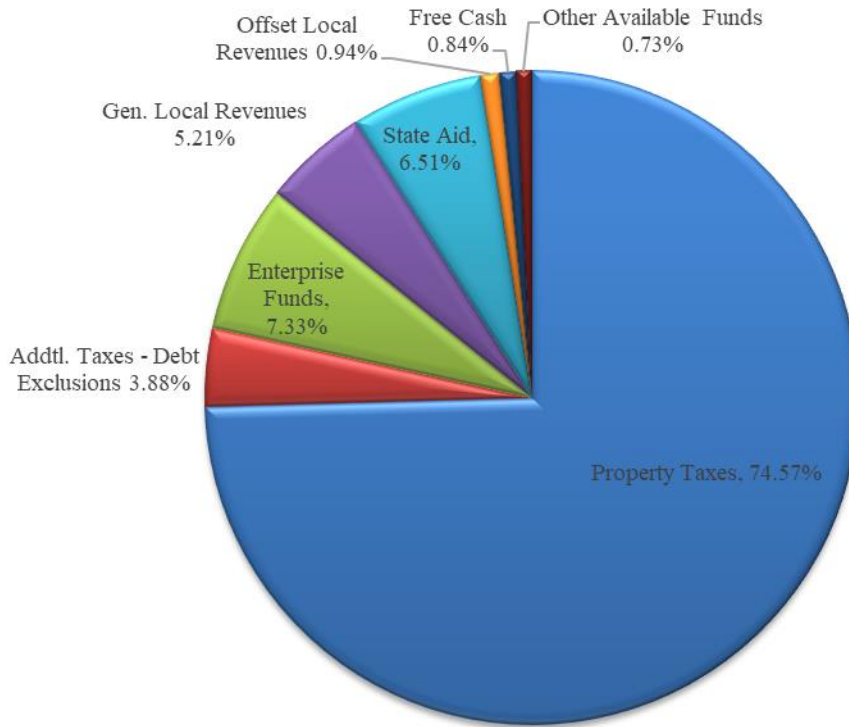
TOTAL FY23 RECOMMENDED BUDGET SUMMARY

<u>REVENUES</u>	FY 2022	FY 2023		
	<u>Approved</u>	<u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
Property Taxes	\$162,458,281	\$166,435,148	\$3,976,867	2.45%
Addtl. Taxes - Debt Exclusion	\$3,000,574	\$8,656,912	\$5,656,338	188.51%
State Aid	\$14,237,530	\$14,527,860	\$290,330	2.04%
General Local Revenues	\$11,398,551	\$11,634,191	\$235,640	2.07%
Water & Sewer Enterprises	\$16,224,886	\$16,360,537	\$135,651	.84%
Offset Dept Revenues	\$1,889,510	\$2,097,531	\$208,021	11.01%
Other Avail. Funds - Budget	\$237,960	\$238,426	\$466	.20%
Other Avail. Funds - Articles	\$2,562,056	\$1,391,545	(\$1,170,511)	(45.69%)
Free Cash	<u>\$3,628,651</u>	<u>\$1,870,340</u>	<u>(\$1,758,311)</u>	<u>(48.46%)</u>
	\$215,637,999	\$223,212,490	\$7,574,491	3.51%

<u>EXPENSES</u>	FY2022	FY2023		
	<u>Approved</u>	<u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
School Department	\$92,593,452	\$95,126,891	\$2,533,439	2.74%
Town Departments	\$44,923,264	\$46,442,329	\$1,519,065	3.38%
Health Insurance	\$23,147,462	\$23,034,797	(\$112,665)	(.49%)
Debt Service	\$11,057,553	\$23,333,892	\$12,276,339	111.02%
Retirement	\$12,897,390	\$6,253,955	(\$6,643,435)	(51.51%)
Water & Sewer	\$14,413,546	\$15,009,259	\$595,713	4.13%
Other Obligations/Non-App Costs	\$5,736,501	\$6,317,515	\$581,014	10.13%
Capital Projects Fund	\$3,010,000	\$2,756,500	(\$253,500)	(8.42%)
Offset Expenditures	\$1,889,510	\$2,097,531	\$208,021	11.01%
Warrant Articles	<u>\$5,969,321</u>	<u>\$2,839,821</u>	<u>(\$3,129,500)</u>	<u>(52.43%)</u>
	\$215,637,999	\$223,212,490	\$7,574,491	3.51%

EXECUTIVE BUDGET SUMMARY

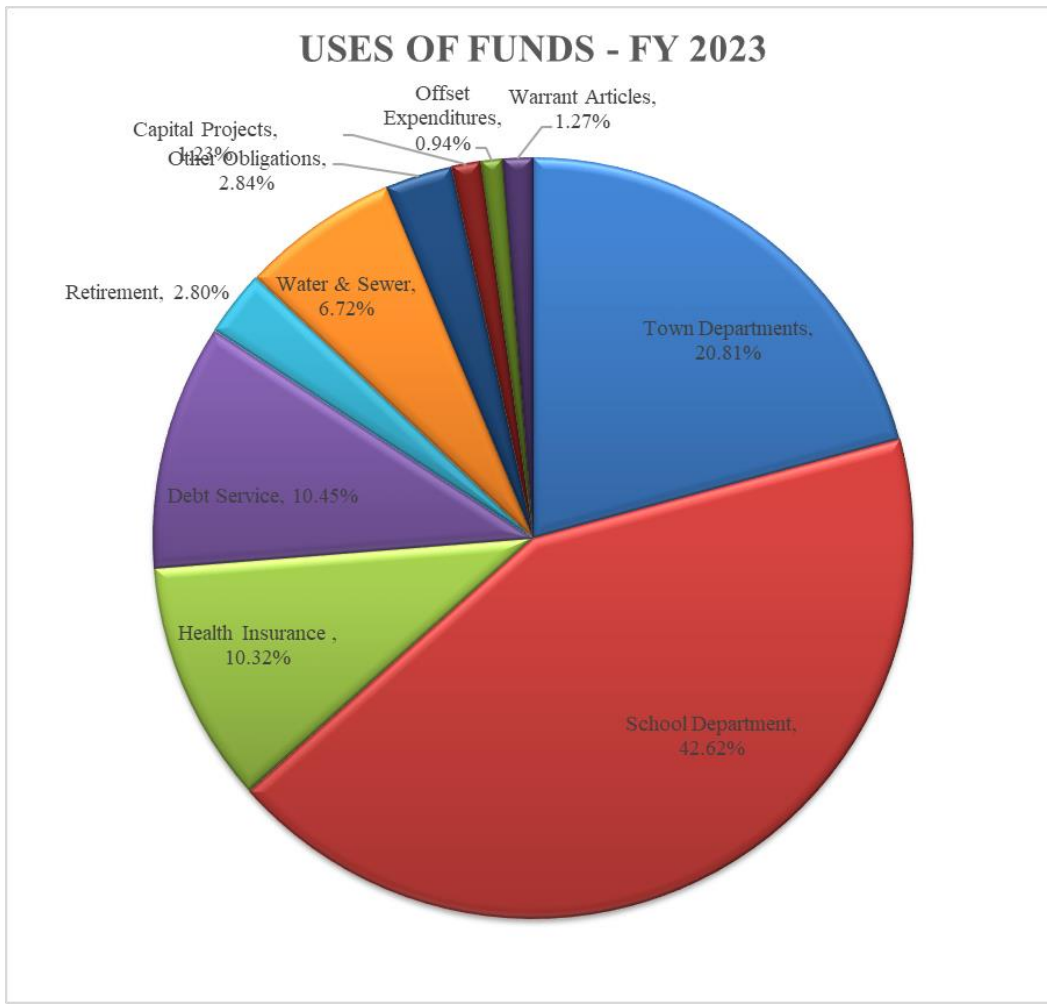
SOURCES OF FUNDS - FY 2023



FY23 REVENUES - 2/4/22

Property Taxes	\$166,435,148	74.57%
Addtl. Taxes - Debt Exclusions	\$8,656,912	3.88%
Enterprise Funds	\$16,360,537	7.33%
Gen. Local Revenues	\$11,634,191	5.21%
State Aid	\$14,527,860	6.51%
Offset Local Revenues	\$2,097,531	0.94%
Free Cash	\$1,870,340	0.84%
Other Available Funds	<u>\$1,629,971</u>	<u>0.73%</u>
	\$223,212,490	100.00%

EXECUTIVE BUDGET SUMMARY



FY23 EXPENSES - 2/4/22

Town Departments	\$46,442,329	20.81%
School Department	\$95,126,891	42.62%
Health Insurance	\$23,034,797	10.32%
Debt Service	\$23,333,892	10.45%
Retirement	\$6,253,955	2.80%
Water & Sewer	\$15,009,259	6.72%
Other Obligations	\$6,317,516	2.84%
Capital Projects	\$2,756,500	1.23%
Offset Expenditures	\$2,097,531	0.94%
Warrant Articles	<u>\$2,839,820</u>	<u>1.27%</u>
	\$223,212,490	100.00%

EXECUTIVE BUDGET SUMMARY

OTHER APPROPRIATION ARTICLES

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

From Free Cash

Supplemental Appropriations – FY2022 Budget	\$0
Free Cash for the FY2023 Budget	\$0
Appropriations to fund capital requests	\$2,756,500
Annual Staff Device Refresh	\$379,363
Annual Student Device Refresh	\$436,477
IT Platforms and Infrastructure	\$454,500
Minor Sidewalk Repairs	\$250,000
Fire Apparatus Replacement	\$145,000
Police Vehicle Replacement	\$205,000

From Taxation

Pension Obligation Bond Reserve	\$252,481
Fireworks	\$14,000
Elderly/Disabled Transportation Program	\$12,000
Support for Andover Day	\$5,000

From General Fund Borrowing

Multi Band Portable Radios	\$200,000
Public Works Vehicles - Large	\$400,000
Sidewalk Program	\$850,000
Town Parks & Playground Improvements	\$550,000
Major Town Projects	\$1,600,000
Major School Projects	\$1,650,000

From Special Dedicated Funds

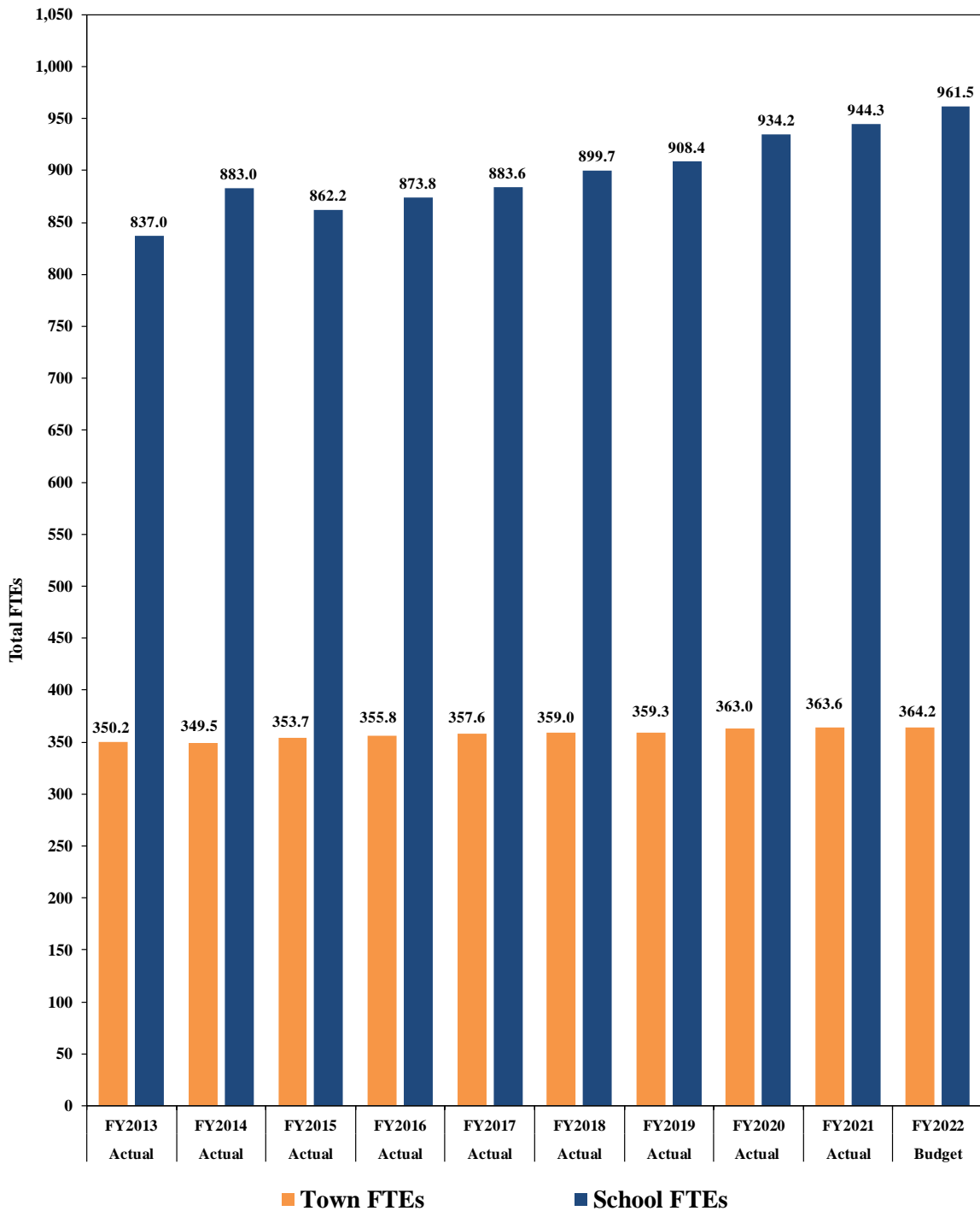
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000
Overlay Surplus	\$30,000

From Water & Sewer Enterprise Funds

Water & Sewer Vehicles (Water Reserves)	\$350,000
Water Main Replacement Projects (Water Borrowing)	\$6,000,000
Dale Street Pumping Station (Sewer Borrowing)	\$210,000

EXECUTIVE BUDGET SUMMARY

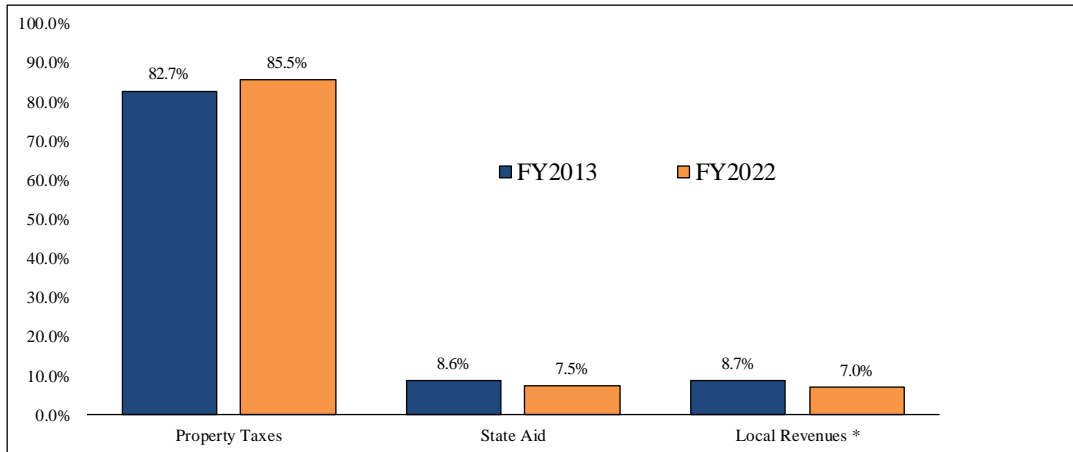
Town & School Employees (FTEs) FY2013 - FY2022



	Actual FY2013	Actual FY2014	Actual FY2015	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Actual FY2021	Budget FY2022	10-Yr FTE Change
Town FTEs	350.2	349.5	353.7	355.8	357.6	359.0	359.3	363.0	363.6	364.2	14.0
School FTEs	837.0	883.0	862.2	873.8	883.6	899.7	908.4	934.2	944.3	961.5	107.3
Total FTEs	1,187.2	1,232.5	1,215.9	1,229.6	1,241.2	1,258.6	1,267.6	1,297.2	1,307.9	1,325.7	121.3

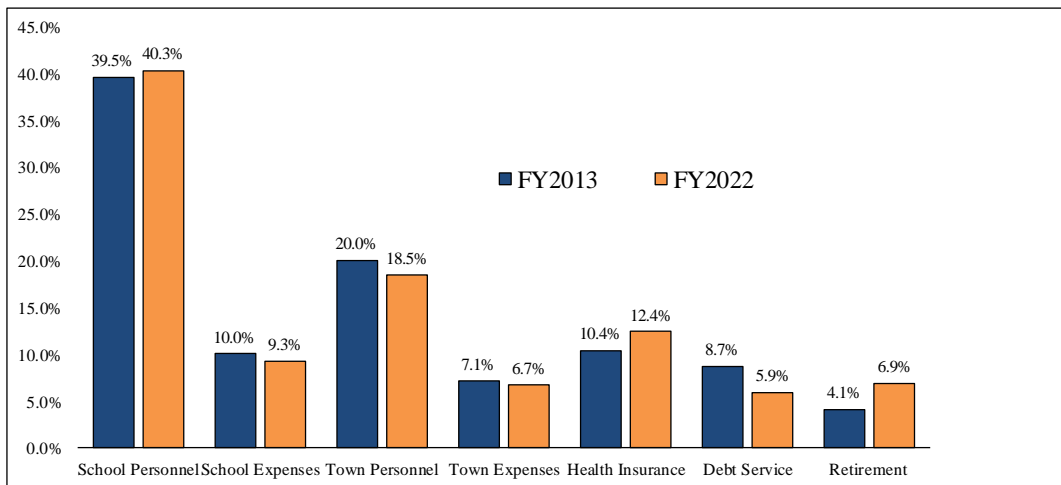
EXECUTIVE BUDGET SUMMARY

10 Year Proportional Change to Major General Fund Revenues FY2013 - FY2022



Major Gen. Fund Revenues	FY2013	Pct. %	FY2022	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$109,544,429	82.7%	\$162,600,814	85.5%	\$53,056,385	48.4%	\$5,305,639	4.8%
State Aid	\$11,400,546	8.6%	\$14,221,482	7.5%	\$2,820,936	24.7%	\$282,094	2.5%
Local Revenues *	\$11,464,975	8.7%	\$13,288,061	7.0%	\$1,823,086	15.9%	\$182,309	1.6%
<i>* Including Dept. Offset Receipts</i>	\$132,409,950	100.0%	\$190,110,357	100.0%	\$57,700,407		\$5,770,041	

10 Year Proportional Change to Major General Fund Expenditures FY2013 - FY2022



Major G.F. Expenditures	FY2013	Pct. %	FY2022	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$52,522,838	39.5%	\$75,239,845	40.3%	\$22,717,007	43.3%	\$2,271,701	4.3%
School Expenses	\$13,341,561	10.0%	\$17,353,607	9.3%	\$4,012,046	30.1%	\$401,205	3.0%
Town Personnel	\$26,630,741	20.0%	\$34,506,360	18.5%	\$7,875,619	29.6%	\$787,562	3.0%
Town Expenses	\$9,492,843	7.1%	\$12,538,374	6.7%	\$3,045,531	32.1%	\$304,553	3.2%
Health Insurance	\$13,790,500	10.4%	\$23,147,462	12.4%	\$9,356,962	67.9%	\$935,696	6.8%
Debt Service	\$11,585,101	8.7%	\$11,057,553	5.9%	-\$527,548	-4.6%	-\$52,755	-0.5%
Retirement	\$5,496,244	4.1%	\$12,897,390	6.9%	\$7,401,146	134.7%	\$740,115	13.5%
	\$132,859,828	100.0%	\$186,740,591	100.0%	\$53,880,763		\$5,388,076	

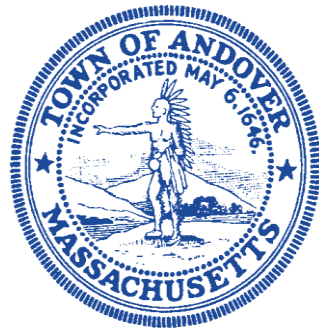
***FY2022 figures are budgeted, not actual*

EXECUTIVE BUDGET SUMMARY

STATE AID AND ASSESSMENTS

	FINAL <u>FY2017</u>	FINAL <u>FY2018</u>	FINAL <u>FY2019</u>	FINAL <u>FY2020</u>	FINAL <u>FY2021</u>	FINAL <u>FY2022</u>	ESTIMATE <u>FY2023</u>
<u>STATE AID</u>							
Chapter 70 Education Aid	9,768,234	10,066,835	10,595,662	11,668,291	11,668,291	11,837,131	12,002,131
School Construction Reimb SBAB	1,142,103	-	-	-	-	-	-
Charter Tuition Assessment Reimbursement	8,037	65,374	43,378	28,452	21,868	30,341	106,999
Reserved for School Lunch and Libraries	44,964	45,830	46,474	46,721	56,035	56,035	65,599
State Owned Property	208,157	207,959	207,959	223,355	229,168	227,590	256,816
Exemptions/Vet,Blind,Surviving Spouse	41,767	41,168	39,662	41,074	70,808	61,887	59,985
Veterans Benefits	78,521	55,710	49,780	70,563	56,331	44,665	19,473
General Government Aid	1,718,058	1,785,062	1,847,539	1,897,423	1,897,423	1,963,833	2,016,856
TOTAL	13,009,841	12,267,938	12,830,454	13,975,879	13,999,924	14,221,482	14,527,859
<u>ASSESSMENTS</u>							
Retired Teachers Health Insurance *	-	-	-	-	-	-	-
Mosquito Control Projects	128,144	120,316	128,731	128,932	136,788	139,564	143,749
Air Pollution Districts	13,604	13,890	14,247	14,086	14,533	14,655	14,929
RMV Non-Renewal Surcharge	36,740	31,020	31,020	29,720	21,840	21,840	25,340
MBTA	35,280	3,731	-	10,438	15,895	-	-
Merrimack Valley Regional Transit Authority	192,075	227,075	272,392	231,124	230,833	251,322	257,605
Special Education	16,226	-	37,373	32,844	19,395	-	20,811
School Choice Sending Tuition	38,500	76,967	93,703	69,998	98,892	107,666	165,474
Charter School Sending Tuition	152,848	207,011	259,345	201,060	196,410	272,674	372,354
Essex Tech Inst. Sending Tuition **	-	-	-	-	-	-	-
TOTAL	613,417	680,010	836,811	718,202	734,586	807,721	1,000,262
NET STATE AID	12,396,424	11,587,928	11,993,643	13,257,677	13,265,338	13,413,761	13,527,597

SECTION 4



OPERATING BUDGET REQUESTS FY2023

**ARTICLE 4
FY2023
OPERATING BUDGET**

LINE DEPARTMENT ITEM	EXPENDED FY2020	EXPENDED FY2021	BUDGET FY2022	TM REC FY2023	% CHANGE FY22-FY23
<u>PUBLIC SAFETY</u>					
1 PERSONNEL SERVICES	16,042,109	16,638,097	16,719,036	16,728,660	
2 OTHER EXPENSES	<u>1,394,956</u>	<u>1,607,004</u>	<u>1,590,850</u>	<u>1,630,368</u>	
TOTAL	17,437,065	18,245,101	18,309,886	18,359,028	0.27%
<i>Includes \$152,426 Parking Receipts; \$60,000 Detail Fees; and \$1,300,000 Ambulance Collections</i>					
<u>GENERAL GOVERNMENT / IT / CD&P</u>					
3 PERSONNEL SERVICES	6,553,359	6,995,050	7,260,294	7,511,444	
4 OTHER EXPENSES	<u>2,193,529</u>	<u>2,199,369</u>	<u>2,354,980</u>	<u>2,751,202</u>	
TOTAL	8,746,888	9,194,419	9,615,274	10,262,646	6.73%
<i>Includes \$25,000 Wetland Filing Fees</i>					
<u>DEPARTMENT OF PUBLIC WORKS</u>					
5 PERSONNEL SERVICES	3,719,903	3,792,696	3,814,578	3,834,283	
6 OTHER EXPENSES	<u>5,293,633</u>	<u>5,950,831</u>	<u>5,921,832</u>	<u>5,888,050</u>	
TOTAL	9,013,536	9,743,527	9,736,410	9,722,333	-0.14%
<i>Includes \$60,000 Cemetery Revenues</i>					
<u>FACILITIES</u>					
7 PERSONNEL SERVICES	2,333,699	2,343,857	2,508,336	2,592,091	
8 OTHER EXPENSES	<u>1,130,406</u>	<u>1,198,874</u>	<u>1,325,450</u>	<u>1,354,850</u>	
TOTAL	3,464,105	3,542,731	3,833,786	3,946,941	2.95%
<i>Includes \$40,000 Rental Receipts and \$8,000 AYF Gift</i>					
<u>LIBRARY</u>					
9 PERSONNEL SERVICES	2,125,313	2,110,648	2,321,710	2,307,538	
10 OTHER EXPENSES	<u>564,239</u>	<u>593,116</u>	<u>660,687</u>	<u>666,437</u>	
TOTAL	2,689,552	2,703,764	2,982,397	2,973,975	-0.28%
<u>COMMUNITY SERVICES</u>					
11 PERSONNEL SERVICES	1,514,416	1,652,220	1,727,080	1,879,000	
12 OTHER EXPENSES	<u>470,163</u>	<u>478,575</u>	<u>484,575</u>	<u>580,024</u>	
TOTAL	1,984,579	2,130,795	2,211,655	2,459,024	11.18%
<i>Includes \$531,531, \$25,000 and \$51,000 in User Fees, \$55,000 Grants and \$22,000 AYF Gift</i>					
<u>UNCLASSIFIED</u>					
13 COMPENSATION FUND	-	-	155,326	848,339	
14 RESERVE FUND	inc above	inc above	<u>200,000</u>	<u>200,000</u>	
TOTAL			355,326	1,048,339	
<u>TOWN DEPTS. TOTAL</u>					
PERSONNEL SERVICES	32,288,799	33,532,568	34,506,360	35,701,355	
OTHER EXPENSES	11,046,926	12,027,769	12,538,374	13,070,931	
<i>Less Budgeted Revenues</i>	<u>(2,274,072)</u>	<u>(2,546,253)</u>	<u>(2,121,470)</u>	<u>(2,329,957)</u>	
NET TOTAL	41,061,653	43,014,084	44,923,264	46,442,329	3.38%

**ARTICLE 4
FY2023
OPERATING BUDGET**

LINE DEPARTMENT ITEM	EXPENDED FY2020	EXPENDED FY2021	BUDGET FY2022	TM REC FY2023	% CHANGE FY22-FY23
<u>ANDOVER SCHOOL DEPT</u>					
PERSONNEL SERVICES	69,958,598	72,149,779	75,617,287	77,899,943	
OTHER EXPENSES	15,971,210	17,627,863	16,976,165	17,226,948	
15 TOTAL	85,929,808	89,777,642	92,593,452	95,126,891	2.74%

LINE DEPARTMENT ITEM	EXPENDED FY2020	EXPENDED FY2021	BUDGET FY2022	TM REC FY2023	% CHANGE FY22-FY23
<u>SEWER</u>					
16 PERSONNEL SERVICES	270,379	330,522	355,912	357,873	
17 OTHER EXPENSES	2,353,765	2,172,210	2,846,281	2,978,124	
18 DEBT SERVICE *	-	-	2,090,486	1,602,416	
TOTAL	2,624,144	2,502,732	5,292,679	4,938,413	-6.69%
<u>WATER</u>					
19 PERSONNEL SERVICES	2,224,831	2,271,974	2,338,139	2,343,272	
20 OTHER EXPENSES	3,322,908	3,809,469	3,534,993	3,926,102	
21 DEBT SERVICE *	-	-	3,247,735	3,801,472	
TOTAL	5,547,739	6,081,443	9,120,867	10,070,846	10.42%
TOTAL	8,171,883	8,584,175	14,413,546	15,009,259	

LINE DEPARTMENT ITEM	EXPENDED FY2020	EXPENDED FY2021	BUDGET FY2022	TM REC FY2023	% CHANGE FY22-FY23
<u>OBLIGATIONS</u>					
22 TECHNICAL SCHOOLS	673,805	768,834	800,000	1,074,000	
23 DEBT SERVICE *	14,972,601	16,738,783	11,057,553	23,333,892	
24 GENERAL INSURANCE	1,064,473	1,225,921	1,240,000	1,364,000	
25 UNEMPLOYMENT COMP.	160,000	163,147	160,000	164,000	
26 RETIREMENT FUND	11,410,355	13,610,301	12,897,390	6,253,955	
27 HEALTH INSURANCE FUND	21,340,842	22,338,257	23,147,462	23,034,797	
28 OPEB	1,569,559	1,631,003	1,696,026	1,753,413	
TOTAL	51,191,635	56,476,246	50,998,431	56,978,057	11.73%
<i>Includes \$58,586 from Premium Reserve</i>					

GRAND TOTAL	188,629,051	200,398,400	205,050,163	215,886,493	
<i>Less Budgeted Revenues</i>	<u>(2,513,709)</u>	<u>(2,735,253)</u>	<u>(2,121,470)</u>	<u>(2,329,957)</u>	
NET TOTAL	186,115,342	197,663,147	202,928,693	213,556,536	5.24%

TOWN MODERATOR / SELECT BOARD

Town Moderator

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

TOWN MODERATOR		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011141	TOWN MODERATOR SALARY					
	5130 PART TIME	\$0	\$500	\$250	\$250	\$250
	TOTAL SALARIES	\$0	\$500	\$250	\$250	\$250
	TOTAL TOWN MODERATOR	\$0	\$500	\$250	\$250	\$250

Select Board

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

SELECT BOARD		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011221	SELECT BOARD SALARIES					
	5130 PART TIME	\$17,325	\$14,439	\$17,300	\$18,000	\$18,000
	SUBTOTAL	\$17,325	\$14,439	\$17,300	\$18,000	\$18,000
011222	SELECT BOARD EXPENSES					
	5295 OTHR SVCS	\$12	\$185	\$0	\$0	\$0
	5310 OFFICE SUP	\$0	\$24	\$150	\$150	\$150
	5700 UNCLAS EXP	\$1,561	\$197	\$3,000	\$3,000	\$3,000
	5710 TRAVEL	\$0	\$0	\$500	\$500	\$500
	5730 DUES/SUBSCRIPTIONS	\$8,046	\$8,045	\$8,000	\$8,200	\$8,200
	SUBTOTAL	\$9,619	\$8,451	\$11,650	\$11,850	\$11,850
	TOTAL SELECT BOARD	\$26,944	\$22,890	\$28,950	\$29,850	\$29,850

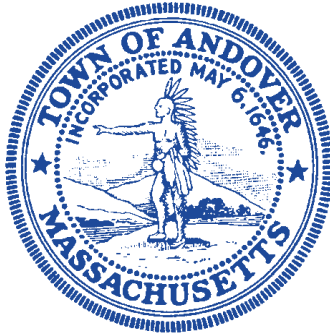
FINANCE COMMITTEE

Finance Committee Description

The Finance Committee consists of nine members appointed by the Town Moderator. The Finance Committee investigates the budgets of the different Town departments and recommends the amounts to be appropriated for each department for the ensuing year. For Annual Town Meetings, and Special Town Meetings, the Finance Committee prepares and mails a report to each household containing their recommendations on all Warrant Articles which relate explicitly to the financial affairs of the town.

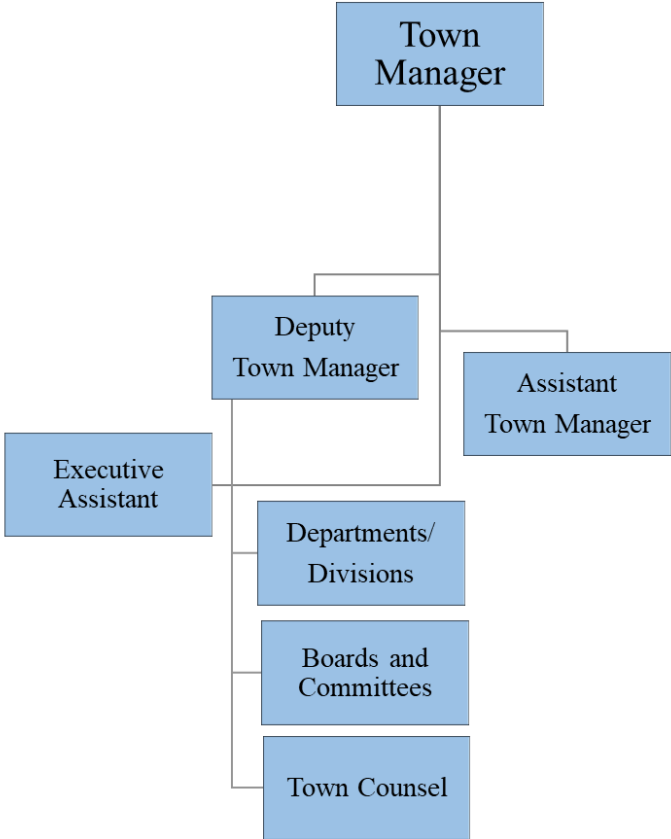
FINANCE COMMITTEE		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011312	FINANCE COMMITTEE EXPENSES					
	5225 POSTAGE	\$0	\$7,557	\$6,200	\$6,200	\$6,200
	5270 PRINTING	\$17,377	\$18,069	\$22,000	\$22,000	\$22,000
	5295 OTHER SERVICES	\$0	\$0	\$0	\$0	\$0
	5310 OFFICE SUP	\$276	\$0	\$100	\$100	\$100
	5730 DUES/SUBSCRIPTIONS	\$345	\$520	\$600	\$600	\$600
TOTAL	SUBTOTAL	\$17,998	\$26,146	\$28,900	\$28,900	\$28,900
	TOTAL FINANCE COMMITTEE	\$17,998	\$26,146	\$28,900	\$28,900	\$28,900

TOWN MANAGER



Mission Statement

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



TOWN MANAGER

Department Description

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

Position Classification	FTE FY2020	FTE FY2021	FTE FY2022	REQ FY2023	TMREC FY2023	TMREC FY2023
Town Manager	1.0	1.0	1.0	1.0	1.0	234,646
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	146,225
Assistant Town Manager (1)				1.0	1.0	115,812
Executive Assistant	1.0	1.0	1.0	1.0	1.0	84,253
Dir. Business, Arts & Cultural Develop. (2)	1.0	1.0	1.0			
Meeting Recording Secretary						
Unclassified						
	4.0	4.0	4.0	4.0	4.0	580,936

(1) - Transfer from Finance (FY21)
 (2) - Transfer to CD&P (FY21)

TOWN MANAGER		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011231	TOWN MANAGER SALARIES					
	5110 REG WAGES	\$510,990	\$564,514	\$565,690	\$580,936	\$580,936
	5187 RETRO WAGES	\$543	\$0	\$0	\$0	\$0
	SUBTOTAL	\$511,533	\$564,514	\$565,690	\$580,936	\$580,936
011232	TOWN MANAGER EXPENSES					
	5220 TELEPHONE	\$815	\$522	\$600	\$600	\$600
	5250 ADVRTSNG	\$198	\$170	\$0	\$200	\$200
	5270 PRINTING	\$5,425	\$2,842	\$2,500	\$2,500	\$2,500
	5231 TRANSPORTATION ALLOWANCE	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
	5295 OTHR SVCS	\$17,857	\$22,848	\$8,000	\$8,000	\$8,000
	5310 OFFICE SUP	\$2,882	\$1,112	\$500	\$500	\$500
	5394 SUPPLIES/BOOKS	\$57	\$493	\$200	\$200	\$200
	5490 EVENTS	\$3,292	\$51	\$0	\$0	\$0
	5504 TECHNOLOGY	\$0	\$0	\$0	\$0	\$0
	5710 TRAVEL	\$1,568	\$92	\$5,000	\$5,000	\$5,000
	5715 PROFESSIONAL DEVELOPMENT	\$12,477	\$3,970	\$12,000	\$12,000	\$12,000
	5720 TRAVEL OUT-OF-STATE	\$3,351	\$0	\$5,000	\$5,000	\$5,000
	5730 DUES/SUBSCRIPTIONS	\$4,921	\$9,955	\$3,500	\$3,500	\$3,500
	SUBTOTAL	\$58,843	\$48,055	\$43,300	\$43,500	\$43,500
	TOTAL TOWN MANAGER	\$570,376	\$612,569	\$608,990	\$624,436	\$624,436

TOWN MANAGER

Select Board/Town Manager Goals 2022-2023

Administration & Finance	
Goal	Deliverable
Work with the Investment Committee to develop and recommend an investment strategy for the town's pension obligation bond proceeds	Finalize strategy and share with the Board at a future meeting.
Develop a Revenue Recommendation for the FY 2023 Operating Budget and present it to the Select Board as part of the annual budget process	Present Revenue Recommendation to the Board in January 2022.
Include presentation on projected tax increase as part of regularly scheduled meeting to review and evaluate projected and estimated tax impacts of 1.) the proposed budget and (2.) and the debt service needed to fund WESP & POBs outside of the levy limit. Include a tax impact statement in the Town Manager's Annual Budget & Financial Plan that illustrates and explains the projected tax impact of the proposed budget. The tax impact statement should analyze the impacts of major budget drivers and provide a comparative summary, including the updated 10 year average and how the proposed budget relates to the average	Establish the 10 year average single family tax increase as the benchmark for building the annual budget (excluding exempt debt). Include tax impact statement as part of Annual Budget & Financial Plan that provides comparative analysis of how the increase relates to the benchmark and identifies major budget drivers and the relative tax implications.
Develop policy framework for "excess levy capacity" that provides short and long term guidance on how it is managed in the context of the overall tax levy, average single family tax bill and the annual budget.	Present Board with policy framework in January 2022.
Develop a framework for the town's American Rescue Act Plan funds that focuses on investments that support the following: 1.) promote recreation and outdoor space access and operational improvements 2.) the continued response to the COVID-19 pandemic 3.) expand the capacity of our water infrastructure and 4.) expand access to human resources.	Present to the Board in January 2022. Begin implementation of some of the recommendations in spring 2022.
Explore federal funding for removal of lead water service lines. Develop plan for moving forward.	Deliver preliminary plan in spring 2022.
Begin to negotiate successor contracts for all town unions.	Discuss strategy with Board in executive session in January 2022 and begin negotiations in February 2022
Work with the AYS Steering Committee to solicit public input and develop a profile for the Director of AYS. Begin recruitment and selection process for Director of AYS and finalize organizational structure for permanent staff.	Develop profile and begin recruitment and selection of the next AYS Director in spring of 2022
Work with new AYS Director to review mission and align programming	Begin this work in Spring/Summer 2022 and after appointment of new Director
Begin development of a centralized human services function that aligns the Town's resources with the needs of the community. Leverage grant funds to support this effort.	Include recommendations as part of FY2023 Annual Budget & Financial Plan

Citizen Response Management & Engagement	
Goal	Deliverable
Continue to expand the fully integrated customer service model within town offices, including the development of a training program for frontline town staff that focuses on professional training and development for staff who most often interact with the public	Finalize training program and begin implementation in spring 2022
Reorganize existing resources to maximize productivity and establish efficiencies through collective bargaining when necessary.	Ongoing
Continue to be a leader in the areas of transparency and engagement through module upgrades and data enhancement through the town's data portal - Andover Data. Develop quarterly reports to the Board on key metrics, trends and response times.	Ongoing - Provide Board with updates as new modules are rolled out. Quarterly updates to begin winter 2022.
Begin process for comprehensive update of the Town website and develop the framework for a regular communication. Explore the development of a mobile app and establish a resident focus group to support these efforts.	Establish focus group in winter of 2022 and finalize timeline for updates.
Provide the Board with an update on departmental and division goals including relevant metrics and outcomes and potential barriers, including quarterly updates in the areas of DEI, Sustainability, Water & Business Engagement.	Board will receive an update from all departments and divisions in March/April 2022. Quarterly updates will begin in January.

TOWN MANAGER

Capital Improvements	
Goal	Deliverable
Finalize design and develop implementation schedule for access and customer service improvements to Town Offices with a focus on meeting space, ADA compliance, customer service, and user experience.	Schedule is set to be finalized in February with construction of Phase 1 to begin in Summer/Fall of 2022.
Continue to implement the Gas Disaster Recovery Plan and provide incremental updates to the Select Board.	Begin Year 3 of implementation. Year 3 of the road program and reconstruction of the municipal lots will begin in spring 2022.
Continue to implement the sidewalk program and continue to incorporate it into the FY 2023-FY2027 Capital Improvement Program based on the sidewalk inventory report and prepare to present the sidewalk inventory report at a public meeting. Bring prioritization matrix to the Board for approval.	Sidewalk inventory report will be finalized in February 2022 and presented to the Board shortly thereafter. Board will be asked to review and vote to support prioritization matrix.
Begin visioning process and develop a funding plan for potential future uses of the Park Property on Chandler Road and align with the Rec Park Masterplan.	Select consultant to begin visioning process for the property. Phase 1 to be funded from ARPA (recommendation). Development of a funding plan will begin in summer of 2022.
Develop final plan for capping the Ledge Road Landfill.	Updated plan will be presented to the Board in winter 2022.

Downtown Andover & Historic Mill District	
Goal	Deliverable
Continue to provide oversight to the parking and hardscape improvement project behind Old Town Hall.	Construction to begin in spring 2022.
Work with the selected developer for 11 Lewis Street and negotiate and finalize the land disposition agreement (LDA).	Pending approval, begin negotiations in January 2022 with target completion of April 2022.
Move the Route 133 Corridor Improvement Project to the 25% Design Phase with MassDOT	Enter 25% phase in winter 2022.
Support the work of the Mater Plan Steering Committee in their work to update the 2012 Master Plan	Identify major themes in winter/spring 2022 and schedule meetings with stakeholder groups.

River & Open Space Access	
Goal	Deliverable
Oversee the next steps of the Merrimack River Access Project along the Heffron Right of Way and the Greater Lawrence Technical School easement, including permitting, bidding and the start of construction.	Permitting scheduled to begin in January 2022 with the goal of bidding the project in summer 2022.
Continue to work with the Open Space Task Force to further develop the process for identifying and prioritizing parcels for potential acquisition.	Ongoing
Continue to work collaboratively with the Merrimack River District Commission on regional solutions to improving the overall health of the Merrimack River.	Ongoing
Kickoff the Master Planning Process for the Shawsheen River and improve safe access for fishing and boating.	Kickoff meeting scheduled for January 2022 and engage stakeholder groups throughout winter 2022.
Increase access to our region's most scenic resources by constructing public pathways and enhancing river access for recreation.	Ongoing. Receive an update from the Land Manager in winter 2022.

Sustainability	
Goal	Deliverable
Begin work on the second phase of the climate and sustainability action plan to address climate impacts, disaster preparedness, and sustainability for town and residents.	Prepare and schedule Climate Summit for 2022. Continue with public engagement.
Facilitate the next steps for implementation of Andover's Community Choice Aggregation Program upon approval of the Department of Public Utilities which include continued community engagement and comprehensive mailing program.	Pending DPU approval, continue with community outreach and mailing program.
Further align town projects and sustainability initiatives with the Andover Green Advisory Board through a shared goals process.	Administration & SMT to have workshop with AGAB in winter 2022.

Diversity, Equity, and Inclusion	
Goal	Deliverable
On-board the new Director of Diversity, Equity and Inclusion and support this new resource and the DEI Commission as part of the ongoing effort to develop the Town's DEI program(s)	Provide an update to the Board in March 2022.
Support the work of the DEI Director and DEI Commission as they work to implement the action items of the strategic plan, including identifying and implementing training opportunities for Town employees.	Provide the Board with a quarterly update in spring 2022.

TOWN MANAGER

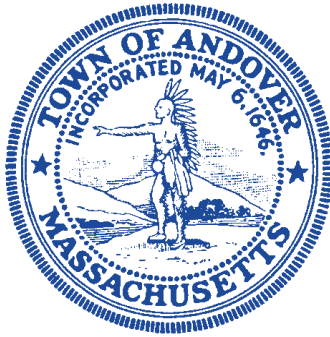
Position Classification	FTE FY2020	FTE FY2021	FTE FY2022	REQ FY2023	TMREC FY2023	TMREC FY2023
SUSTAINABILITY						
Director of Sustainability and Energy	1.0	1.0	1.0	1.0	1.0	91,849
	1.0	1.0	1.0	1.0	1.0	91,849

SUSTAINABILITY		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011251	SUSTAINABILITY SALARIES					
	5110 REG WAGES	\$39,849	\$75,368	\$86,440	\$91,849	\$91,849
	SUBTOTAL	\$39,849	\$75,368	\$86,440	\$91,849	\$91,849
011252	SUSTAINABILITY EXPENSES					
	5268 PROFESSIONAL SERVICES	\$0	\$0	\$15,000	\$12,000	\$12,000
	5270 PRINTING	\$0	\$0	\$3,000	\$4,800	\$4,800
	5295 OTHR SVCS	\$0	\$27	\$450	\$220	\$220
	5310 OFFICE SUP	\$0	\$0	\$150	\$150	\$150
	5710 TRAVEL	\$0	\$0	\$1,400	\$150	\$150
	5715 PROFESSIONAL DEVELOPMENT	\$0	\$0	\$2,100	\$600	\$600
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$800	\$1,470	\$1,470
	SUBTOTAL	\$0	\$27	\$22,900	\$19,390	\$19,390

Position Classification	FTE FY2020	FTE FY2021	FTE FY2022	REQ FY2023	TMREC FY2023	TMREC FY2023
VETERANS SERVICES						
Director Veterans Services	1.0	1.0	1.0	1.0	1.0	92,771
	1.0	1.0	1.0	1.0	1.0	92,771

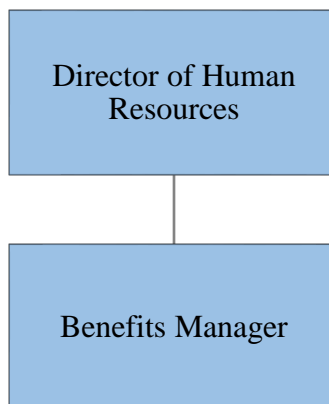
VETERANS		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015431	VETERANS SERVICES SALARIES					
	5110 REG WAGES	\$79,271	\$84,906	\$87,440	\$92,771	\$92,771
	5130 PART TIME	\$3,566	\$6,952	\$5,000	\$7,000	\$7,000
	5140 SEASONAL	\$0	\$0	\$0	\$0	\$0
	5187 RETRO WAGES	\$468	\$0	\$0	\$0	\$0
	SUBTOTAL	\$83,305	\$91,858	\$92,440	\$99,771	\$99,771
015432	VETERANS SERVICES EXPENSES					
	5270 PRINTING	\$11	\$0	\$0	\$0	\$0
	5231 TRANS ALLOWANCE	\$1,200	\$1,200	\$1,200	\$2,000	\$2,000
	5294 CLOTHING ALLOWANCE	\$0	\$0	\$250	\$250	\$250
	5295 OTHR SVCS	\$89,218	\$82,941	\$88,000	\$88,000	\$88,000
	5310 OFFICE SUP	\$0	\$0	\$500	\$500	\$500
	5395 OTH COMM	\$0	\$0	\$0	\$0	\$0
	5710 TRAVEL	\$0	\$0	\$650	\$650	\$650
	5715 PROF DEV	\$0	\$0	\$0	\$0	\$0
	5730 DUES/SUBSCRIPTIONS	\$736	\$945	\$500	\$1,000	\$1,000
	SUBTOTAL	\$91,165	\$85,086	\$91,100	\$92,400	\$92,400
	TOTAL VETERANS SERVICES	\$174,470	\$176,944	\$183,540	\$192,171	\$192,171

HUMAN RESOURCES



Mission Statement

To serve employees, prospective employees and the people of Andover in a manner that reflects the community's core values and diverse culture, by promoting fairness, honesty, and equal opportunity for all.



HUMAN RESOURCES

Department Description

The mission of the Human Resources Office is to serve employees, retirees, prospective employees and the citizens of Andover in a manner that reflects the community's core values and diverse culture. We seek to promote fairness, honesty, and equal opportunity for all.

We are steadfast in our commitment to develop a safe and healthy workplace that facilitates and promotes a positive work ethic, open communication, and professional and personal growth for all employees.

Our core services include recruitment and selection, retention and training, compensation and benefit administration, employee and labor relations, and human resources information management and reporting.

The Department is responsible for serving all Town employees, and a variety of seasonal and temporary employees. In addition, we administer benefits to approximately over 1,000 School employees and 1,000 retirees. Many of these employees are members of collective bargaining agreements, with six units on the Town side.

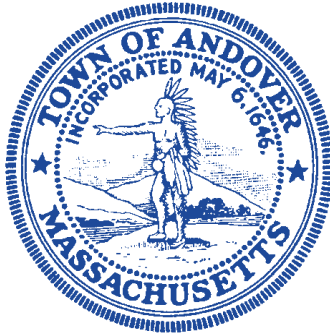
FY2023 Goals

In 2022, the newly formed Town Human Resources Department hopes to begin working on broadening recruitment and retention efforts, particularly focusing on diversity. We will also be working to develop policies and procedures on a variety of issues and matters and will be engaging our health insurance consultant to conduct a full audit of the Town's health insurance per Massachusetts General Law, Chapter 32B §26. This audit will be completed to ensure that members are appropriately eligible for coverage. The Department also hopes to expand training programs for employees, health and wellness initiatives, and risk management initiatives.

Position Classification	FTE FY2020	FTE FY2021	FTE FY2022	REQ FY2023	TMREC FY2023	TMREC FY2023
HUMAN RESOURCES						
Human Resources Director (3)				1.0	1.0	135,660
(3) - Town and School HR separated 1/1/22						
				1.0	1.0	135,660

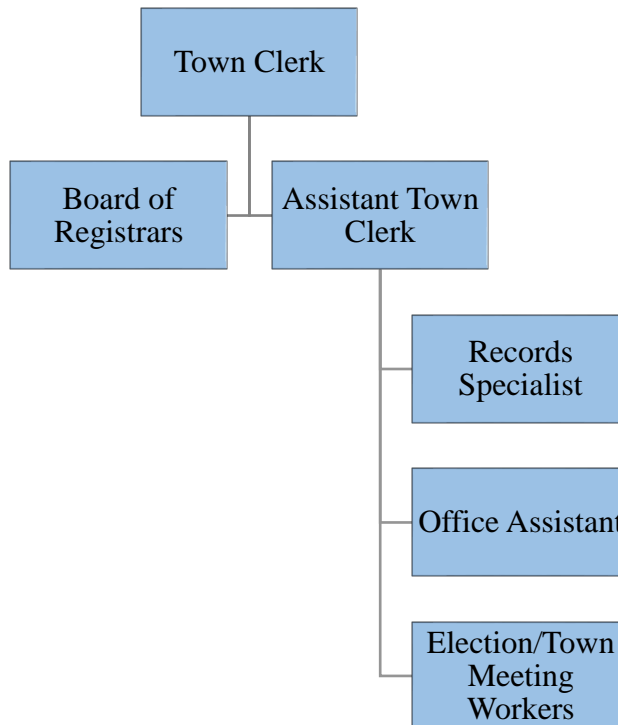
HUMAN RESOURCES		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011521	HUMAN RESOURCES SALARIES					
	5110 REG WAGES	\$0	\$0	\$0	\$135,660	\$135,660
	SUBTOTAL	\$0	\$0	\$0	\$135,660	\$135,660
011522	HUMAN RESOURCES EXPENSES					
	5250 ADVERTISING	\$0	\$0	\$0	\$14,000	\$14,000
	5295 OTHR SVCS	\$0	\$0	\$0	\$2,000	\$2,000
	5310 OFFICE SUP	\$0	\$0	\$0	\$500	\$500
	5710 TRAVEL	\$0	\$0	\$0	\$1,000	\$1,000
	5715 PROFESSIONAL DEVELOPMENT	\$0	\$0	\$0	\$2,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$0	\$500	\$500
	SUBTOTAL	\$0	\$0	\$0	\$20,000	\$20,000
	TOTAL HUMAN RESOURCES	\$0	\$0	\$0	\$155,660	\$155,660

TOWN CLERK



Mission Statement

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



TOWN CLERK

Department Description

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

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

Vital record filing (i.e., birth, death and marriage records) and reporting to the State are important functions of the Town Clerk's Office. A considerable amount of time is spent on properly recording and providing public access to these records. The office also manages records and provides access to Business Certificate filings, Town Meeting records, and Election voter data. Planning Board and Zoning Board of Appeals decisions are filed with the Town Clerk's Office. We also maintain a record storage and retention system in accordance with the State's Public Record Retention regulations.

The Town Clerk's Office publishes and maintains Open Meeting Law postings, distributes educational material relating to the Open Meeting Law and the Conflict of Interest Law, and maintains compliance records. The office also helps coordinate responses to public records requests.

The Town Clerk is also responsible for the management of political campaign finance reporting for candidates for Town Offices and Political Committees organized for or against Ballot Questions.

The Town Clerk's Office plays a role in assisting the state census bureau with redrawing the precinct boundaries after the close of the 2020 census.

Ongoing Goals of the Town Clerk's Office

- To provide an environment where customers feel their needs are our top priority.
- To adopt innovative ways to provide consistent quality service to our residents, ensuring customer satisfaction and fostering community spirit.
- To present the Town Clerk's Office as a central information point for residents and persons at large.
- To instill a high level of public confidence in the integrity of the electoral process, the Town Meeting format, and in various government operations.
- To provide staff with the training and education necessary for a high level of job performance and satisfaction.
- To review and update the current emergency protocols for elections.

FY2023 Objectives

ELECTIONS & TOWN MEETINGS

- To manage the 2022 Annual Town Election
- To manage the 2022 Annual Town Meeting
- To manage the 2022 State Elections
- To monitor progress of proposed legislation and be prepared to implement any changes in election laws and procedures.
- To manage any Special Town Meetings or Special Elections.
- To continue to recruit and train election and town meeting workers in election procedures, rules, and regulations.
- To proactively conduct community outreach in the areas of census and voter registration.
- To continue review of our election procedures to provide cost efficiencies.

TOWN CLERK

RECORD MANAGEMENT

- To continue to work with departments on record management.
- To continue the scanning of vital records for electronic issuance.
- To implement the Vitals Information Partnership with the Registry of Vital Records and Statistics.
- To improve the internal processes for responding to public records requests.

TOWN LICENSING

- To continue educating and informing the public of licensing obligations and administrative procedures.
- To help implement the Town-wide “View Permit” permitting/licensing system.
- To continue reviewing licensing procedures to ensure the best efficiency possible.

TRAINING

- To continue to provide office staff with guidance regarding customer service skills.
- To provide educational opportunities to staff to enhance job performance and satisfaction.
- To cross train office staff on all aspects of the office responsibilities.

COMMUNICATIONS

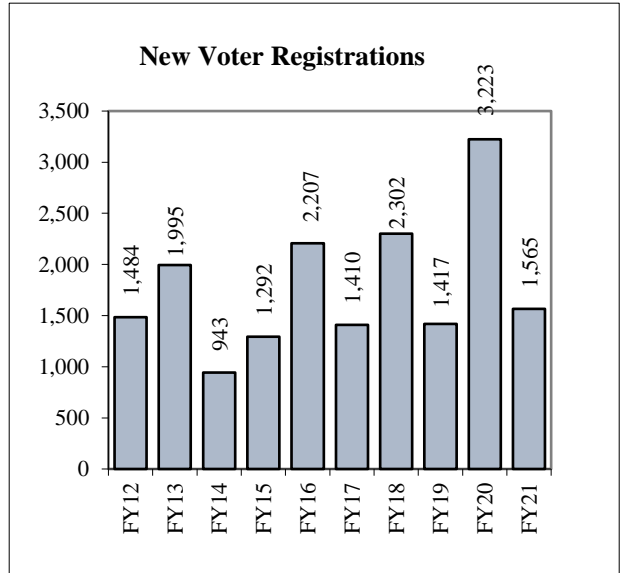
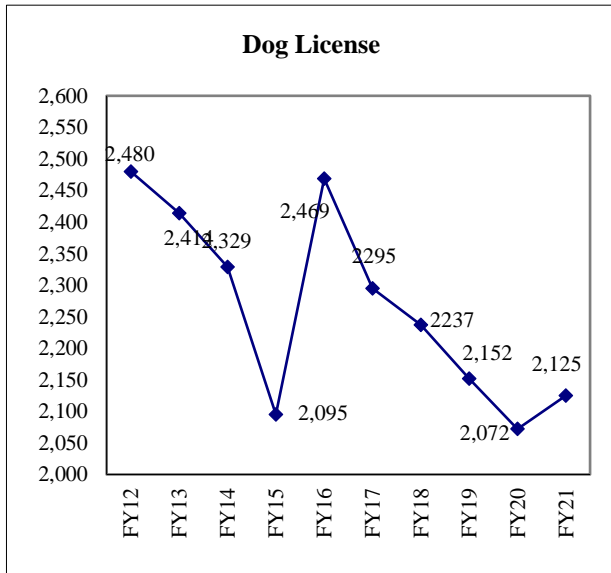
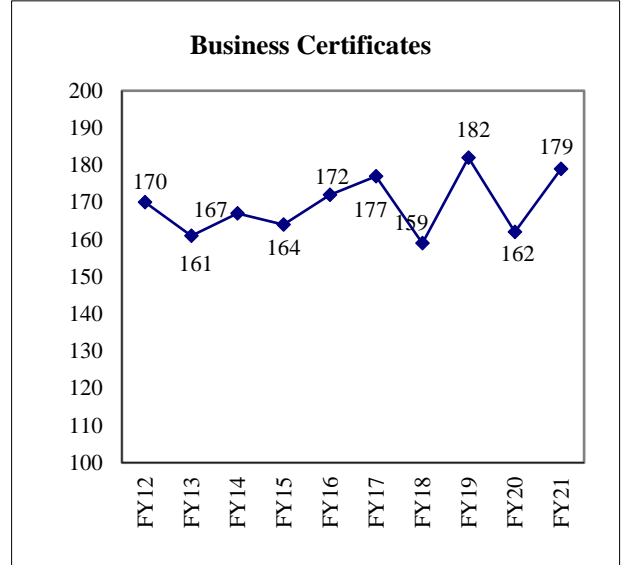
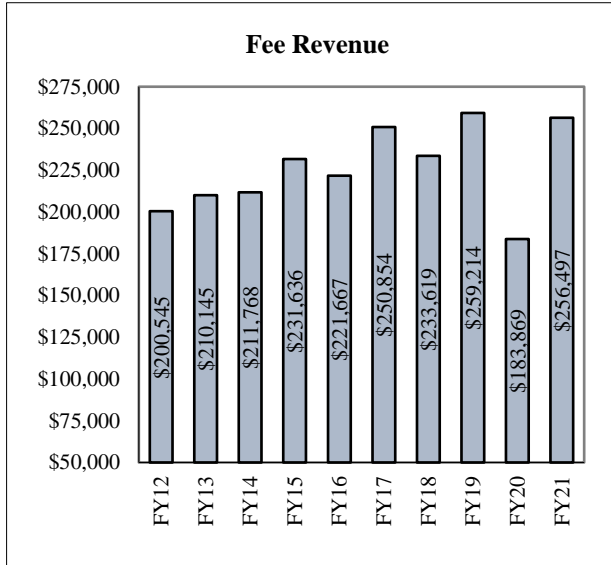
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, social media, cable TV, newsletters, and mailings that may be available from time to time.

CUSTOMER SERVICE

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

TOWN CLERK

TOWN CLERK PERFORMANCE STATISTICS

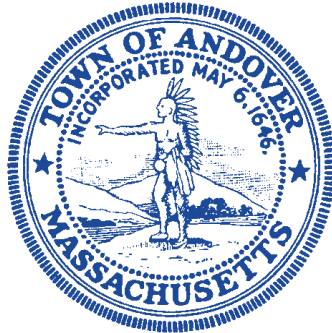


TOWN CLERK

Position Classification	FTE FY2020	FTE FY2021	FTE FY2022	REQ FY2023	TMREC FY2023	TMREC FY2023
TOWN CLERK						
Town Clerk	1.0	1.0	1.0	1.0	1.0	95,880
Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	70,342
Records Specialist	1.0	1.0	1.0	1.0	1.0	58,504
Office Assistant III	1.0	1.0	1.0	1.0	1.0	65,219
	4.0	4.0	4.0	4.0	4.0	289,945

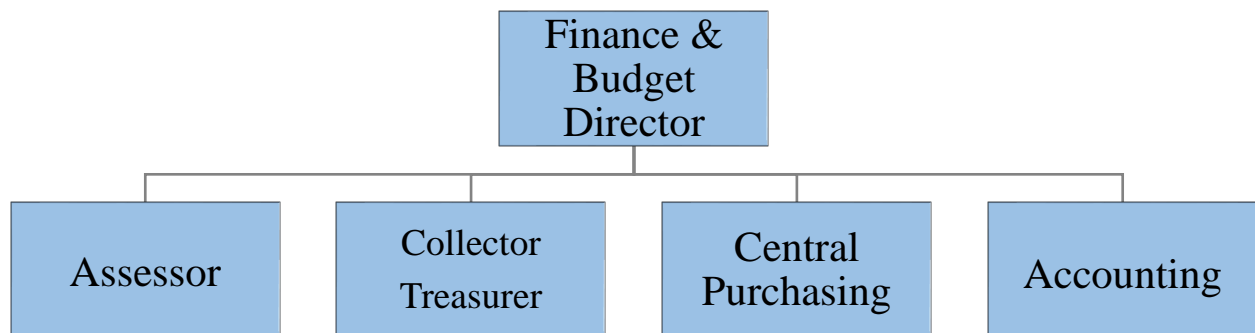
TOWN CLERK		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011611	TOWN CLERK SALARIES					
	5110 REG WAGES	\$328,252	\$341,163	\$345,939	\$289,945	\$289,945
	5120 OVERTIME	\$4,752	\$21,078	\$8,000	\$21,000	\$21,000
	5130 PART TIME	\$12,127	\$21,005	\$12,420	\$15,000	\$15,000
	5135 PT ELECT	\$26,997	\$69,071	\$28,090	\$61,000	\$61,000
	5187 RETRO WAGES	\$1,104	\$0	\$0	\$0	\$0
	SUBTOTAL	\$373,232	\$452,317	\$394,449	\$386,945	\$386,945
011612	TOWN CLERK EXPENSES					
	5225 POSTAGE	\$6,904	\$10,835	\$14,440	\$16,000	\$16,000
	5250 ADVRTSNG	\$510	\$2,148	\$2,000	\$2,000	\$2,000
	5270 PRINTING	\$16,616	\$20,710	\$15,675	\$21,000	\$21,000
	5271 CREDIT CARD FEES	\$405	\$180	\$1,000	\$1,000	\$1,000
	5282 REP-OFF EQ	\$4,004	\$4,489	\$10,280	\$10,300	\$10,300
	5295 OTHR SVCS	\$22,468	\$28,482	\$25,840	\$31,000	\$31,000
	5310 OFFICE SUP	\$4,243	\$5,079	\$4,700	\$5,000	\$5,000
	5420 OFF EQUIP	\$0	\$2,858	\$1,000	\$1,000	\$1,000
	5710 TRAVEL	\$1,150	\$240	\$2,000	\$2,000	\$2,000
	5715 PROF DEV	\$1,955	\$0	\$0	\$1,500	\$1,500
	5730 DUES/SUBSCRIPTIONS	\$1,054	\$1,663	\$1,626	\$1,600	\$1,600
	5799 OFFICE FURNITURE	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$59,309	\$76,684	\$78,561	\$92,400	\$92,400
	TOTAL TOWN CLERK	\$432,541	\$529,001	\$473,010	\$479,345	\$479,345

FINANCE AND BUDGET



Mission Statement

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



FINANCE AND BUDGET

Department Description

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

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

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

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

The **Collector/Treasurer Division** is responsible for the collection of all monies due the Town for the following: Real Estate, Personal Property, Motor Vehicle Excise Taxes, Departmental Receipts, Water and Sewer charges, Parking Tickets and any related receipts. In addition, the division is responsible for issuing Certificates of Lien and Betterment Discharges; processing payroll deductions and taxes for Town & School departments including reconciling W2's and 1099's, reconciling all Town Bank Accounts and processing warrants and checks to pay vendors. The Collector/Treasurer's Office also manages Tax Titles, Tax Liens and Foreclosures. Administrate the Margaret Towle and Cornell Fuel benevolent funds, as well as the Andover Dollar For Scholars scholarship fund.

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

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

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

FY2023 Objectives

FINANCE ADMINISTRATION:

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

FINANCE AND BUDGET

DIVISION: ACCOUNTING

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

DIVISION: ASSESSORS

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

DIVISION: COLLECTOR/TREASURER

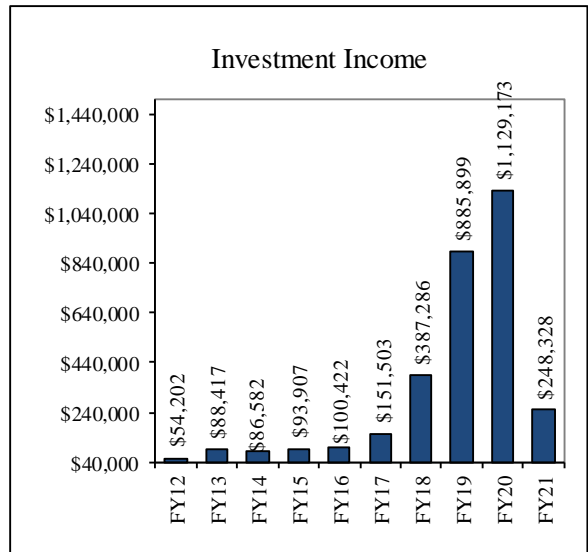
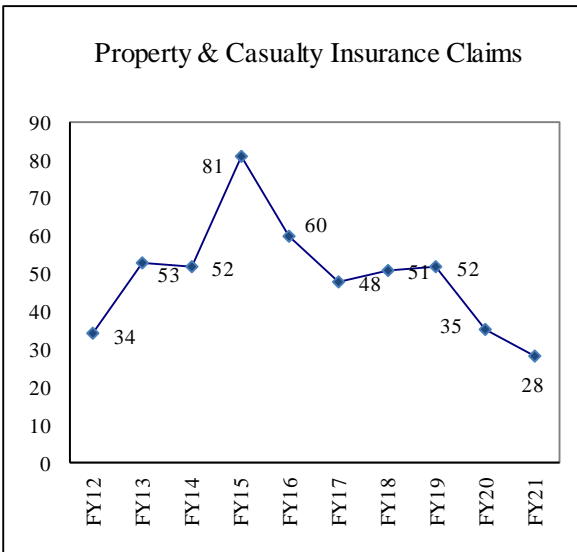
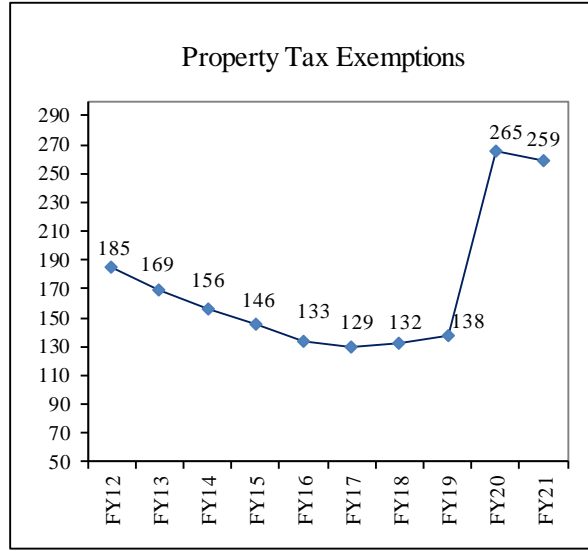
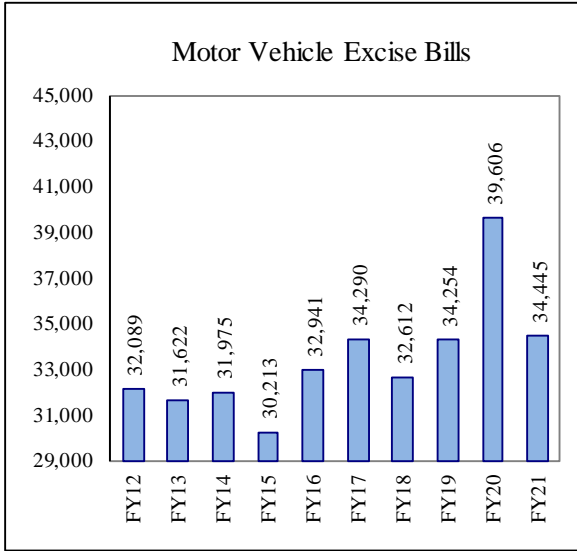
- To continue to provide courteous and prompt service to all of our taxpayers & ratepayers, including account reconciliations.
- Reconcile all receivable accounts in a timely manner.
- Assist in the implementation of the "Paperless" purchase order system.
- Provide additional information on Town's website to increase online presence and payments.
- Continued concentrated effort to collect and reduce delinquent tax title accounts.
- Continue to improve the implemented Cash Management Plan.
- Oversee that all current short term investments maximize investment income while meeting the requirements of our Investment Policy, and that cash flow is sufficient to meet the Town's needs.

DIVISION: CENTRAL PURCHASING

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

FINANCE AND BUDGET

FINANCE PERFORMANCE STATISTICS



Property Tax Exemptions includes the Andover Means Tested Senior Tax Exemption which was implemented in FY2020

FINANCE AND BUDGET

<u>Position Classification</u>	<u>FTE FY2020</u>	<u>FTE FY2021</u>	<u>FTE FY2022</u>	<u>REQ FY2023</u>	<u>TMREC FY2023</u>	<u>TMREC FY2023</u>
DEPARTMENT OF FINANCE						
<u>FINANCE ADMINISTRATION</u>						
Finance and Budget Director	1.0	1.0	1.0	1.0	1.0	156,089
Chief of Administrative Services	1.0					
Management Analyst (1)					0.5	38,250
Administrative Secretary	1.0	1.0	1.0	1.0		
Unclassified						14,003
	3.0	2.0	2.0	2.0	1.5	208,342
<u>COLLECTOR/TREASURER</u>						
Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	127,774
Asst. Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	93,451
Office Administrator	1.0					
Cash Manager	1.0	1.0	1.0	1.0	1.0	71,774
Office Assistant III	1.0	1.0	1.0	1.0	1.0	61,073
	5.0	4.0	4.0	4.0	4.0	354,072
<u>ASSESSING</u>						
Chief Assessor	1.0	1.0	1.0	1.0	1.0	117,805
Senior Assessor	1.0	1.0	1.0	1.0	1.0	82,574
Office Coordinator	1.0	1.0	1.0	1.0	1.0	77,562
Property Field Lister	1.0	1.0	1.0	1.0	1.0	61,263
Office Assistant III	1.0	1.0	1.0	1.0	1.0	67,452
	5.0	5.0	5.0	5.0	5.0	406,656
<u>CENTRAL PURCHASING</u>						
Purchasing Agents/Ins Coordinator (2)	0.6	0.6	0.6	0.6	0.6	61,441
Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	76,257
	1.6	1.6	1.6	1.6	1.6	137,698
<u>TOWN ACCOUNTANT</u>						
Town Accountant/Asst Finance Director	1.0	1.0	1.0	1.0	1.0	125,182
Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	91,092
Payroll Administrator	1.0	1.0	1.0	1.0	1.0	81,666
Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	62,699
Accounting Assistant						
Office Assistant II	0.5	0.5	0.5	0.5	0.5	30,064
	4.5	4.5	4.5	4.5	4.5	390,703
FINANCE TOTAL	19.1	17.1	17.1	17.1	16.6	1,497,471
(1) - 50% Charged to ARPA FY23						
(2) - Charged 60% Town/40% School						

FINANCE AND BUDGET

FINANCE ADMINISTRATION		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011331	FINANCE ADMIN SALARIES					
	5110 REG WAGES	\$350,071	\$244,615	\$241,623	\$208,342	\$208,342
	5120 OVERTIME	\$5,645	\$4,362	\$6,000	\$6,000	\$6,000
	5130 PART-TIME	\$0	\$0	\$0	\$0	\$0
	5187 RETRO WAGES	<u>\$402</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$356,118	\$248,977	\$247,623	\$214,342	\$214,342
011332	FINANCE ADMIN EXPENSES					
	5255 SOFTWARE SUPPORT	\$123,414	\$130,030	\$140,000	\$147,000	\$147,000
	5295 OTHER SERVICES	\$240	\$690	\$550	\$550	\$550
	5310 OFFICE SUP	\$67	\$253	\$500	\$500	\$500
	5394 SUPPLIES/BOOKS	\$52	\$0	\$60	\$60	\$60
	5504 TECHNOLOGY	\$0	\$0	\$0	\$0	\$0
	5710 TRAVEL	\$1,268	\$0	\$2,500	\$2,500	\$2,500
	5715 PROFESSIONAL DEVELOPMENT	\$954	\$1,088	\$3,000	\$3,000	\$3,000
	5730 DUES/SUBSCRIPTIONS	<u>\$784</u>	<u>\$930</u>	<u>\$1,000</u>	<u>\$1,000</u>	<u>\$1,000</u>
	SUBTOTAL	<u>\$126,779</u>	<u>\$132,991</u>	<u>\$147,610</u>	<u>\$154,610</u>	<u>\$154,610</u>
	TOTAL FINANCE ADMINISTRATION	\$482,897	\$381,968	\$395,233	\$368,952	\$368,952

CENTRAL PURCHASING		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011381	CENTRAL PURCHASING SALARIES					
	5110 REG WAGES	\$121,425	\$132,455	\$135,086	\$137,698	\$137,698
	5187 RETRO WAGES	<u>\$679</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$122,104	\$132,455	\$135,086	\$137,698	\$137,698
011382	CENTRAL PURCHASING EXPENSES					
	5250 ADVRTSNG	\$8,725	\$6,140	\$8,000	\$10,000	\$10,000
	5270 PRINTING	\$0	\$0	\$700	\$700	\$700
	5295 OTHR SVCS	\$670	\$735	\$1,000	\$1,000	\$1,000
	5310 OFFICE SUPPLIES	\$162	\$264	\$600	\$600	\$600
	5710 TRAVEL	\$49	\$0	\$1,000	\$1,000	\$1,000
	5715 PROFESSIONAL DEVELOPMENT	\$570	\$0	\$1,300	\$1,500	\$1,500
	5730 DUES/SUBSCRIPTIONS	<u>\$487</u>	<u>\$450</u>	<u>\$1,200</u>	<u>\$1,200</u>	<u>\$1,200</u>
	SUBTOTAL	<u>\$10,663</u>	<u>\$7,589</u>	<u>\$13,800</u>	<u>\$16,000</u>	<u>\$16,000</u>
	TOTAL CENTRAL PURCHASING	\$132,767	\$140,044	\$148,886	\$153,698	\$153,698

FINANCE AND BUDGET

ASSESSING		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011411	ASSESSING SALARIES					
	5110 REG WAGES	\$389,291	\$405,740	\$416,533	\$406,656	\$406,656
	5187 RETRO WAGES	\$2,165	\$0	\$0	\$0	\$0
	SUBTOTAL	\$391,456	\$405,740	\$416,533	\$406,656	\$406,656
011412	ASSESSING EXPENSES					
	5231 TRNS ALLOW	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200
	5282 REP-OFF EQ	\$730	\$300	\$1,000	\$1,000	\$1,000
	5295 OTHR SVCS	\$15,080	\$15,689	\$15,000	\$17,500	\$17,500
	5310 OFFICE SUP	\$1,548	\$1,157	\$3,000	\$3,000	\$3,000
	5710 TRAVEL	\$0	\$0	\$1,500	\$1,500	\$1,500
	5730 DUES/SUBSCRIPTIONS	\$1,311	\$2,544	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$22,869	\$23,890	\$26,700	\$29,200	\$29,200
	TOTAL ASSESSING	\$414,325	\$429,630	\$443,233	\$435,856	\$435,856
COLLECTOR/TREASURER		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011451	COLLECTOR/TREASURER SALARIES					
	5110 REG WAGES	\$351,246	\$340,646	\$348,486	\$354,072	\$354,072
	5120 OVERTIME	\$53	\$0	\$500	\$500	\$500
	5130 PART TIME	\$1,875	\$838	\$4,000	\$4,000	\$4,000
	5187 RETRO WAGES	\$1,445	\$0	\$0	\$0	\$0
	SUBTOTAL	\$354,619	\$341,484	\$352,986	\$358,572	\$358,572
011452	COLLECTOR/TREASURER EXPENSES					
	5250 ADVERTISING	\$319	\$1,311	\$1,450	\$1,450	\$1,450
	5270 PRINTING	\$3,434	\$2,959	\$15,500	\$20,500	\$20,500
	5282 REP-OFF EQ	\$0	\$0	\$2,000	\$0	\$0
	5295 OTHR SVCS	\$30,825	\$64,329	\$45,000	\$45,000	\$45,000
	5310 OFFICE SUP	\$2,839	\$5,003	\$5,000	\$5,000	\$5,000
	5395 OTH COMM	\$2,125	\$2,950	\$2,000	\$3,000	\$3,000
	5504 TECHNOLOGY	\$0	\$1,342	\$0	\$0	\$0
	5710 TRAVEL	\$1,791	\$0	\$4,000	\$4,000	\$4,000
	5715 PROFESSIONAL DEVELOPMENT	\$200	\$199	\$0	\$0	\$0
	5730 DUES/SUBSCRIPTIONS	\$580	\$550	\$850	\$850	\$850
	SUBTOTAL	\$42,113	\$78,643	\$75,800	\$79,800	\$79,800
	TOTAL COLLECTOR/TREASURER	\$396,732	\$420,127	\$428,786	\$438,372	\$438,372

FINANCE AND BUDGET

TOWN ACCOUNTANT		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011351	TOWN ACCOUNTANT SALARIES					
	5110 REG WAGES	\$351,820	\$341,863	\$359,609	\$360,639	\$360,639
	5120 OVERTIME	\$374	\$0	\$1,500	\$1,500	\$1,500
	5130 PART TIME	\$22,966	\$26,096	\$29,031	\$30,064	\$30,064
	5187 RETRO WAGES	\$1,444	\$0	\$0	\$0	\$0
	SUBTOTAL	\$376,604	\$367,959	\$390,140	\$392,203	\$392,203
011352	TOWN ACCOUNTANT EXPENSES					
	5270 PRINTING	\$1,562	\$1,023	\$1,400	\$1,400	\$1,400
	5295 OTHR SVCS	\$65,740	\$66,759	\$70,000	\$70,000	\$70,000
	5310 OFFICE SUP	\$1,058	\$2,626	\$4,000	\$4,000	\$4,000
	5504 TECHNOLOGY	\$1,585	\$0	\$0	\$0	\$0
	5710 TRAVEL	\$185	\$0	\$2,900	\$2,900	\$2,900
	5715 PROFESSIONAL DEVELOPMENT	\$1,137	\$861	\$4,500	\$4,500	\$4,500
	5730 DUES/SUBSCRIPTIONS	\$741	\$837	\$600	\$600	\$600
	SUBTOTAL	\$72,008	\$72,106	\$83,400	\$83,400	\$83,400
	TOTAL TOWN ACCOUNTANT	\$448,612	\$440,065	\$473,540	\$475,603	\$475,603

CENTRAL SERVICES		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011592	CENTRAL SERVICES EXPENSES					
	5225 POSTAGE	\$79,867	\$72,949	\$80,000	\$82,000	\$82,000
	5270 PRINTING	\$22	\$0	\$100	\$100	\$100
	5282 REP-OFF EQ	\$200	\$0	\$200	\$200	\$200
	5291 RENT EQUIP	\$13,252	\$14,402	\$15,000	\$17,000	\$17,000
	5295 OTHR SVCS	\$417	\$934	\$0	\$0	\$0
	5310 OFFICE SUP	\$1,423	\$538	\$900	\$900	\$900
	5420 OFF EQUIP	\$400	\$257	\$500	\$500	\$500
	SUBTOTAL	\$95,581	\$89,080	\$96,700	\$100,700	\$100,700
	TOTAL CENTRAL SERVICES	\$95,581	\$89,080	\$96,700	\$100,700	\$100,700

OTHER GENERAL GOVERNMENT BUDGETS

Town Counsel

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

TOWN COUNSEL		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011511	TOWN COUNSEL SALARIES					
	5110 REG WAGES	\$0	\$6,075	\$6,500	\$6,500	\$6,500
TOTAL	TOWN COUNSEL SALARIES	\$0	\$6,075	\$6,500	\$6,500	\$6,500
011512	TOWN COUNSEL EXPENSES					
	5295 OTHR SVCS	\$361,504	\$288,306	\$247,500	\$247,500	\$247,500
	SUBTOTAL	\$361,504	\$288,306	\$247,500	\$247,500	\$247,500
	TOTAL TOWN COUNSEL	\$361,504	\$294,381	\$254,000	\$254,000	\$254,000

Damages to Persons/Property

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

DAMAGES TO PERSONS & PROPERTY		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019002	DAMAGES PERS/PROP EXPENSES					
	5702 DAMAGE TO PROPERTY	\$1,676	\$0	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$1,676	\$0	\$2,000	\$2,000	\$2,000
	TOTAL DAMAGES TO PERS/PROPERTY	\$1,676	\$0	\$2,000	\$2,000	\$2,000

Patriotic and Civic Celebrations

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

PATRIOTIC CIVIC CELEBRATION		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016922	PATRIOTIC CIVIC CELEBRATION					
	5700 UNCLASSIFIED EXP	\$6,178	\$8,343	\$30,000	\$30,000	\$30,000
	SUBTOTAL	\$6,178	\$8,343	\$30,000	\$30,000	\$30,000
	TOTAL PATRIOTIC CIVIC CELEBRATION	\$6,178	\$8,343	\$30,000	\$30,000	\$30,000

OTHER GENERAL GOVERNMENT BUDGETS

Employee Benefits

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

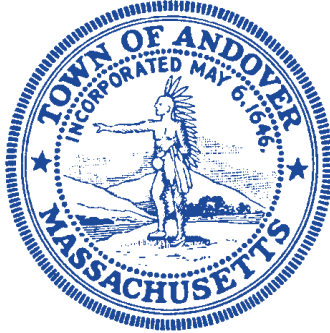
EMPLOYEE BENEFITS		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019101	EMPLOYEE BENEFITS EXPENSES					
	5143 ACCUM BENEFITS	\$332,588	\$514,200	\$461,000	\$484,000	\$484,000
	SUBTOTAL	\$332,588	\$514,200	\$461,000	\$484,000	\$484,000
019102	EMPLOYEE BENEFITS EXPENSES					
	5204 EMPLOYEE MILITARY SERVICE	\$0	\$0	\$0	\$0	\$0
	5207 LIFE INSURANCE	\$4,574	\$6,969	\$10,000	\$10,000	\$10,000
	5208 EMPLOYEE ASSISTANCE	\$52,335	\$47,833	\$50,000	\$50,000	\$50,000
	5740 MEDICARE	\$497,934	\$515,987	\$529,139	\$547,806	\$547,806
	SUBTOTAL	\$554,843	\$570,789	\$589,139	\$607,806	\$607,806
	TOTAL EMPLOYEE BENEFITS	\$887,431	\$1,084,989	\$1,050,139	\$1,091,806	\$1,091,806

Commission on Disability

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

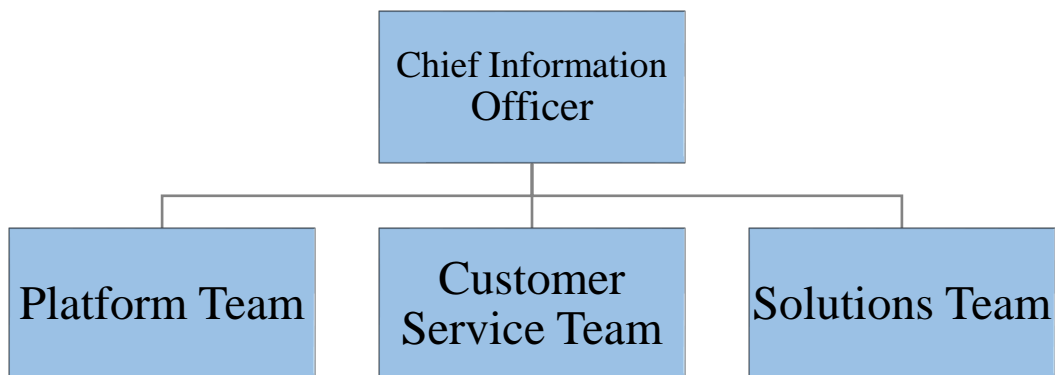
COMMISSION FOR DISABILITIES		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011241	COMM FOR DISABILITY SALARIES					
	5130 PART TIME	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
	SUBTOTAL	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
011242	COMM FOR DISABILITY EXPENSES					
	5295 OTHR SVCS	\$5,267	\$103	\$5,000	\$5,000	\$5,000
	5310 OFFICE SUP	\$518	\$0	\$800	\$800	\$800
	5710 TRAVEL	\$20	\$0	\$0	\$0	\$0
	SUBTOTAL	\$5,805	\$103	\$5,800	\$5,800	\$5,800
	TOTAL COMMISSION FOR DISABILITIES	\$7,005	\$1,303	\$7,000	\$7,000	\$7,000

Information Technology



Mission Statement

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



INFORMATION TECHNOLOGY

Department Description

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

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

Solutions Team – Provide technology planning, project management and database services for the domain specific applications that support the Town's core departments. Currently, this division provides on-going support for education, financial systems, GIS, library and public safety; as well as a myriad of software programs and other digital technologies that are integral to the operations of other Town departments and the Andover Public Schools. They are responsible for the operational, on-going aspects of application software and for understanding the specific business functions of the departments they support. This team will also be called upon to deliver services in areas such as: enhancing our current websites, increasing the availability of eGov services, creating standardized performance management systems, development of internal data warehouses, increasing the efficacy of digital learning in our classrooms, introducing content management and knowledge management initiatives.

IT Mission

- Improve Citizen Engagement and Experience
- Improve Student Learning
- Improve Staff Productivity and Collaboration
- Improve Operational and Economic Efficiency
- Ensure Safety and Security
- Create a Measurement Culture
- Support TM and Department Initiatives
- Enhance and Maintain our Technology Platforms
- Enhance and Maintain our Application Platforms
- Provide Outstanding Customer Service

FY 2023 Objectives

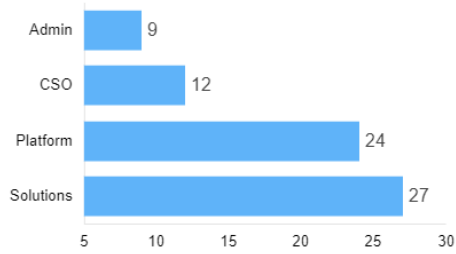
- Systemwide review of cyber security profile and enhancement of comprehensive response/remediation plans
- Continue deployment of Microsoft 365 and Teams
 - Merge functionality of GMAIL and M365
 - Move all file storage to cloud
 - Deploy InTune device management solution
 - Accelerate use of TEAMS collaboration platform
 - Deprecate Gmail and improve email security
 - Deploy new generation AI capable SPAM and anti-virus capabilities
- Launch upgraded data center
 - Deploy cloud-based disaster recovery capabilities
 - Upgrade all server and storage capacity. Reduce on-premise footprint
 - Eliminate all on-premise email capabilities
- Document Management
 - Select and implement town-wide document management platform
 - Conduct pilot digitization program for one town department

INFORMATION TECHNOLOGY

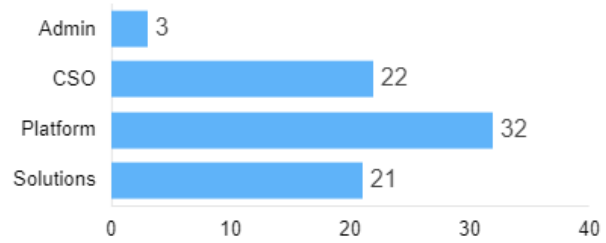
- Conduct town-wide document audit and develop long range digitation project plan
- IT Support for New Construction
 - West Elementary School
 - Town Office Renovation
- Enhance Customer Service Center
 - Introduce Bookings for virtual meetings
 - Organize and centralize all customer forms
- Launch Additional MUNIS Modules
 - Tyler Content Manager/DocOrigins
 - Employee Self Service
 - Deploy new water measurement and billing system
- Distribute updated devices
 - Deploy Windows 11
 - Distribute 750 new hybrid laptop/tablets to teachers
 - Update 1000 elementary Chromebooks
 - Begin transitioning device funding from capital to operating budget
- Complete roll out of mobile emergency notification system across all town and school populations
 - Launch Informacast Mobile for staff
 - Complete speaker redesign
 - Develop coordinated response protocols
- Improve/standardize video conferencing in all collaborative spaces
 - Upgrade projectors and audio
 - Standardize on conferencing platform
 - Develop pilot next generation virtual classroom
 - Streamline all virtual meetings
 - Improve collaboration experience in Town and School conference rooms and work rooms
 - Upgrade in classroom display technology for Andover High
- Improve citizen experience
 - Refresh town and school web sites
 - Deploy new town intranet
 - Deploy standardized Digital Signage solution

INFORMATION TECHNOLOGY

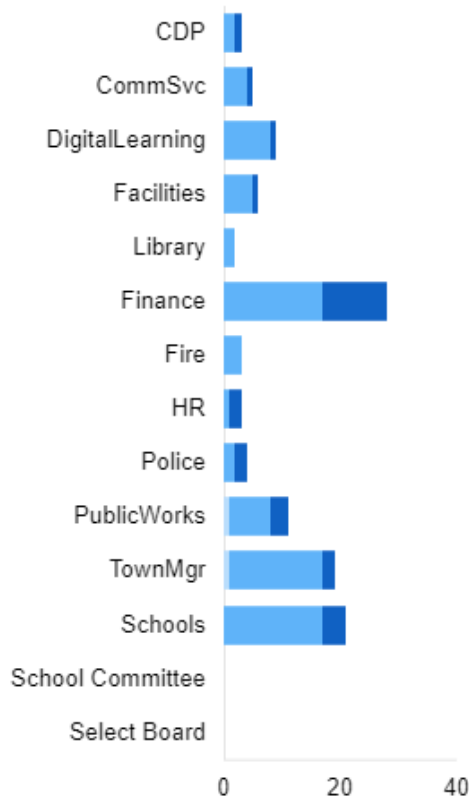
In Progress Projects (by IT Team)



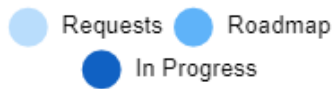
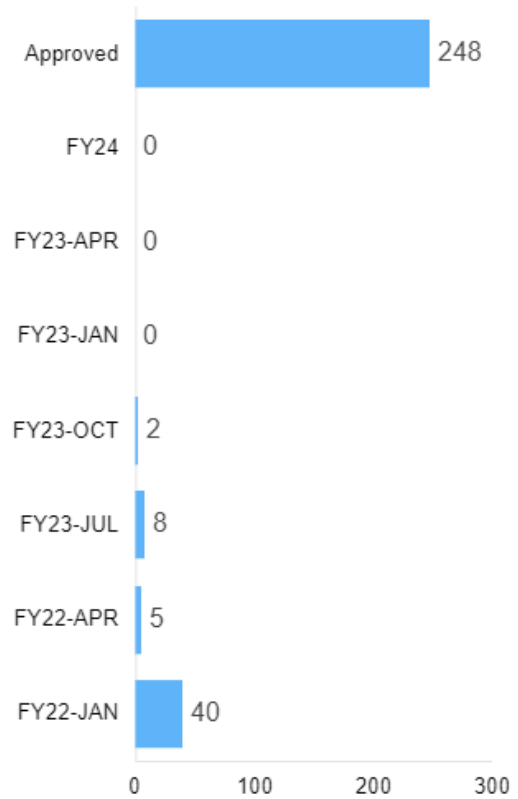
Completed Projects YTD (by IT Team)



All Projects (by Sponsor)



Roadmap Projects (by Planned Date)



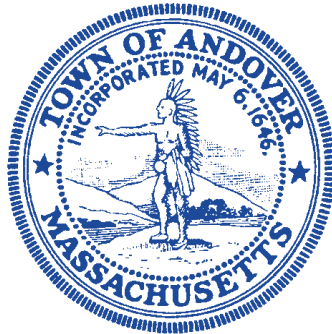
INFORMATION TECHNOLOGY

<u>Position Classification</u>	<u>FTE FY2020</u>	<u>FTE FY2021</u>	<u>FTE FY2022</u>	<u>REQ FY2023</u>	<u>TMREC FY2023</u>	<u>TMREC FY2023</u>
INFORMATION TECHNOLOGY						
Chief Information Officer (CIO)	1.0	1.0	1.0	1.0	0.8	125,688
Solution Architect	1.0	2.0	2.0	2.4	2.2	273,554
Platform Architect	1.0	1.0	1.0	1.0	1.0	124,245
Platform Engineer	1.0	2.0	2.0	2.0	2.0	193,123
Solution Administrator	1.0	1.0	1.0	1.0	1.0	86,440
System Administrator IT/Public Safety (Moved to Public Safety)	1.0					
Director Customer Service & Operations	1.0	1.0	1.0	1.0	1.0	111,912
Geographic Information Systems Coordinator *	1.0	1.0	1.0	1.0	1.0	53,248
Platform Administrator	3.0	3.0	3.0	3.0	3.0	253,168
Solution Manager	1.0	2.0	2.0	2.0	2.0	207,419
Support Technician	3.7	3.0	3.0	3.0	3.0	228,987
Asset Coordinator	1.0	1.0	1.0	1.0	1.0	82,380
HRIS Specialist	1.0					
Solution Analyst	1.7	1.7	1.8	2.0	2.0	178,225
Solution Analyst	1.0					
Administrative Assistant						
Customer Service Coordinator	1.0	1.0	1.0	1.0	1.0	81,665
Solution Manager	0.5	0.5	0.5	0.5	0.5	52,878
Unclassified						12,834
	21.9	21.2	21.3	21.9	21.5	2,065,766
* - Salary allocated .6 to Gen. Fund, .2 to Water Fund, and .2 to Sewer Fund						
Note: Titles/Grades were changed in FY20						

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011551	INFORMATION TECHNOLOGY SALARIES					
5110	REG WAGES	\$1,688,870	\$1,745,967	\$1,896,460	\$1,931,363	\$1,900,960
	POSITION INCREASE	\$0	\$0	\$0	\$63,830	\$39,348
5120	OVERTIME	\$1,298	\$6,779	\$19,415	\$15,187	\$15,187
5130	PART-TIME	\$153,154	\$123,923	\$132,878	\$125,458	\$125,458
5140	SEASONAL	\$16,363	\$7,357	\$23,400	\$31,500	\$31,500
5187	RETRO WAGES	\$6,906	\$0	\$0	\$0	\$0
	SUBTOTAL	\$1,866,591	\$1,884,026	\$2,072,153	\$2,167,338	\$2,112,453
011552	INFORMATION TECHNOLOGY EXPENSES					
5260	TECH/INFRASTRUCTURE	\$740	\$0	\$0	\$0	\$0
5262	APPLICATIONS	\$9,376	\$6,412	\$0	\$0	\$0
5263	IMAGING	\$1,308	\$289	\$2,500	\$5,000	\$5,000
5264	MOBILE	\$2,190	\$4,441	\$5,000	\$5,500	\$5,500
5265	TELECOM	\$108,811	\$100,960	\$99,320	\$104,820	\$104,820
5268	PROFESSIONAL SERVICES	\$18,384	\$18,289	\$2,500	\$41,250	\$41,250
5310	OFFICE SUP	\$6,290	\$11,988	\$4,880	\$4,400	\$4,400
5355	AUTOMOTIVE FUEL	\$277	\$321	\$800	\$800	\$800
5391	SUPPLIES/DATA PROC	\$2,174	\$2,142	\$1,000	\$1,000	\$1,000
5420	OFFICE EQUIPMENT	\$266	\$2,803	\$2,000	\$2,000	\$2,000
5504	TECHNOLOGY	\$292,252	\$328,777	\$374,825	\$399,380	\$649,380
5709	TRAVEL-OPERATIONAL	\$4,911	\$3,780	\$3,600	\$4,000	\$4,000
5710	TRAVEL	\$0	\$0	\$1,400	\$2,400	\$2,400
5715	PROFESSIONAL DEV	\$0	\$0	\$27,000	\$27,000	\$27,000
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$1,000	\$1,000	\$1,000
	SUBTOTAL	\$446,979	\$480,202	\$525,825	\$598,550	\$848,550
	TOTAL INFORMATION TECHNOLOGY	\$2,313,570	\$2,364,228	\$2,597,978	\$2,765,888	\$2,961,003

COMMUNITY DEVELOPMENT & PLANNING



Mission Statements

PLANNING & ECONOMIC DEVELOPMENT DIVISION

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

BUILDING DIVISION

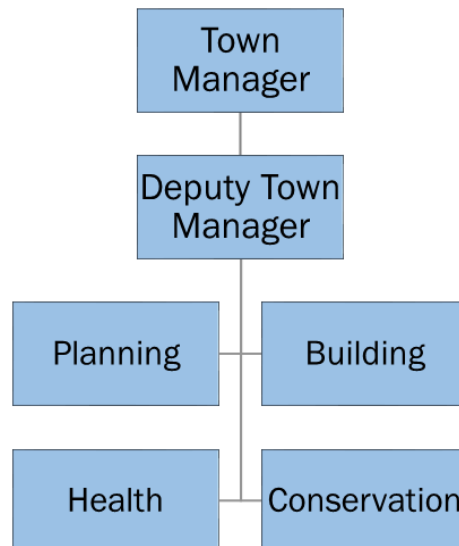
To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.

HEALTH DIVISION

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

CONSERVATION DIVISION

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



COMMUNITY DEVELOPMENT AND PLANNING

Department Description

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

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

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

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

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

COMMUNITY DEVELOPMENT AND PLANNING

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

FY2023 Objectives

Building

- Continue to develop and add new content to Building Division webpage
- Identify operational efficiencies for yearly mandated Table 110 inspections.
- Review departmental fee schedules (2007) to reflect operational overhead.
- Provide administrative personnel with additional training opportunities.
- Provide training to new ZBA, DRB, APC, & BVHDC members
- Coordinate unified approvals among various town departments/divisions

Conservation

- Oversee coordination of the Merrimack River Access Project along the Heffron Right of Way and the Greater Lawrence Technical School easement, including permitting, bidding and the start of construction summer 2022.
- Engage community in development of the Shawsheen River Master Plan www.andoverma.gov/shawsheenrivermasterplan
- Engage consultant to review the Andover Wetland Protection Bylaw and make recommendations for clarifying, strengthening and updating the Bylaw and regulations.
- Launch the Merrimack River cleanup effort in the spring of 2022 using appropriated funds with the assistance of vendors, DPW, conservation partners, and volunteers
- Assist with coordination and participation in the Shawsheen River spring herring count
- Engage with federal (National Oceanic & Atmospheric Administration) and state (MA Division of Marine Fisheries) personnel to better understand diadromous and catadromous fish populations and to improve fish passage in the Shawsheen River
- Increase Social Media from the Conservation Commission Division
 - Participate in the Social Media Working Group
 - Create story maps on the Conservation Division's website to celebrate various Town owned reservations, such as the Conservation's Great 8 story map
 - Continue building the Conservation Division's webpage by adding additional educational resources and continuing to create pages for each reservation managed by the Andover Conservation Commission
- Collaborate with the Sustainability Coordinator in overseeing Andover's MVP Grant that will help identify and prioritize properties along the Shawsheen River for future land acquisition with the goal of increasing climate resiliency and flood storage.
- Acquire additional public land for conservation purposes by gift, purchase, and voluntary Conservation Restrictions & Easements.
- Collaborate with the Open Space Task Force to assist with town acquisition of land for the preservation and improvement of public Open Space and Sustainability.
- Develop long-term management objectives for Andover conservation land and implement land management and forestry directives such as invasive species control, native plantings, and habitat creation/restoration.
- Identify and remove encroachments on Conservation property
- Update our wetland boundary database and Conservation land records.
- Provide support for the Andover Community Garden through the seasonal expansion of the Virginia Hammond Reservation parking lot
- Improve signage, trail markings and kiosks in partnership with local scout organizations and other volunteers.
- Work cooperatively with conservation organizations in Andover to establish cohesive trail use signage focused on addressing and improving trail etiquette for multiple user groups

COMMUNITY DEVELOPMENT AND PLANNING

- Enhance Conservation properties for bird watching, camping and hiking along the Merrimack and Shawsheen Rivers by sponsoring access, cleanup efforts, and the construction of new campsites.
- Promote diversity, equity and inclusion in all aspects of conservation projects and policy.
- Improve, increase and enhance recreational opportunities across Andover's Open Space, including access to the Shawsheen River and Merrimack River.
- Reduce floatable trash and debris in the Merrimack River with the assistance of vendors, volunteers, and other partnerships based on the outcome of the Solid Waste Collection and Removal from the Merrimack River Request for Proposals

Health

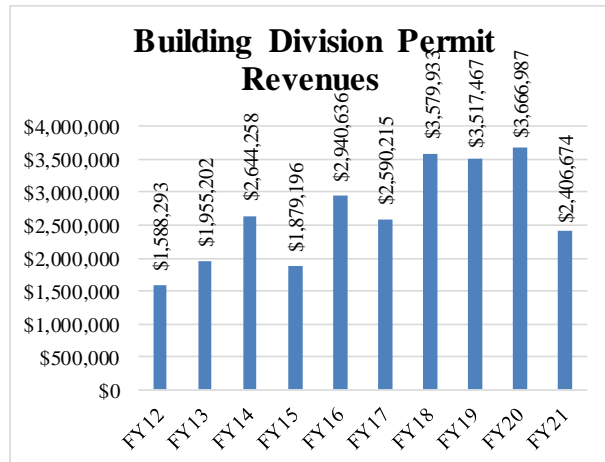
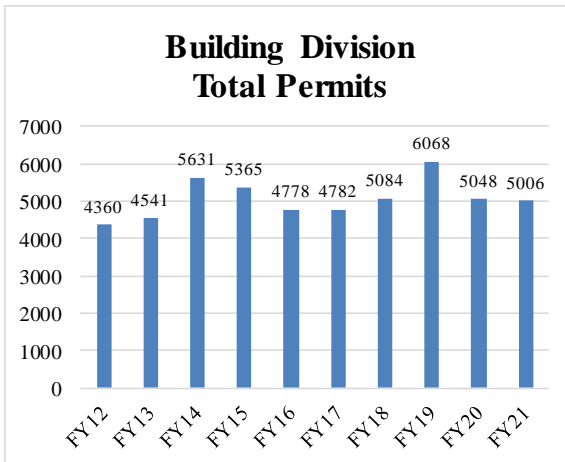
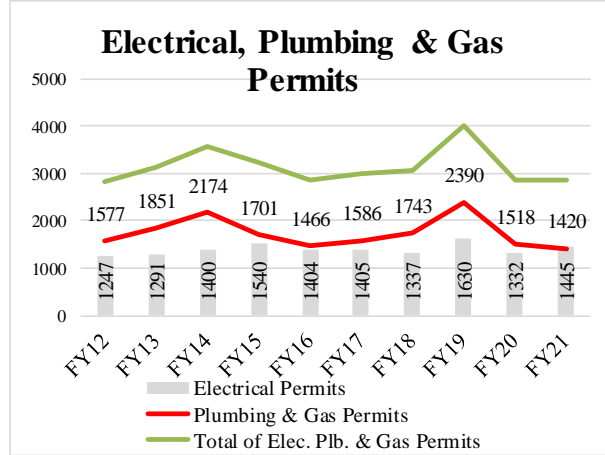
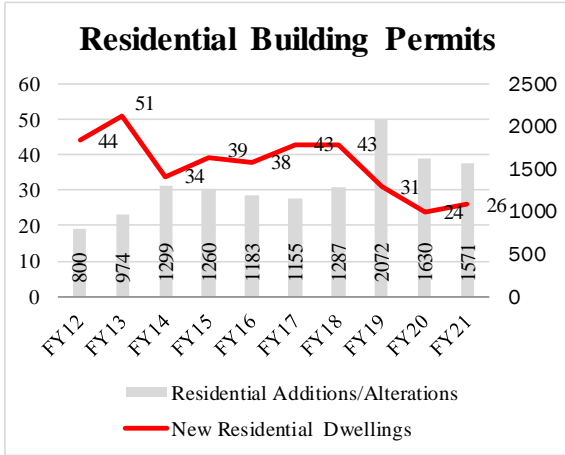
- Conduct a Comprehensive Community Health Assessment in partnership with North Andover.
- Update & Implement a "recovery plan" for normalizing operations when the pandemic has receded.
- Continue the implementation of the new on-line Permitting System, seeking ways to improve operations.
- Review & update wellness clinics being offered in the community to align with the results of the Community Health Assessment.
- Implement new educational opportunities within the Community.

Planning & Economic Development

- Assist in finalizing the Land Disposition Agreement between the Town of Andover and Minco Development to facilitate the sale of the Old Town Yard. To view Minco's conceptual development proposal and learn more about the Historic Mill District, please feel free to visit: <https://andoverma.gov/181/Town-Yard-Redevelopment>
- Oversee implementation of the Historic Mill District's
 - Circulation and Street Design Study – Oversee Construction of Red Spring Road/Shawsheen Road & Essex Street intersection
- Update the 2012 Master Plan for a 2022 Publication <https://andoverma.gov/887/Master-Plan-2022>
 - Include new sections on diversity/inclusion, sustainability, and public health
- Town Meeting 2022
 - Zoning Bylaw Recodification
 - Acquisition of 136A Chandler Road
- Continue to engage community in development of pedestrian and transportation enhancements along the Route 133 Corridor <https://andoverma.gov/877/Route-133-Corridor>
- Oversee coordination of the Downtown Amenity Project and Parking Lot Reconstruction – Spring 2022 <https://andoverma.gov/886/Old-Town-Hall-Parking-Lot-Improvements>
- Housing Goals
 - Provide homeownership and rental opportunities and assistance for households or persons less than 80% median through various funding sources and technical assistance
 - Create a comprehensive contact list of all rental complexes in Andover for monitoring and compliance
 - Engage the community in complying with new Section 3A of the Zoning Act (MBTA Communities)
 - Collaborate with CHAPA MEI to organize a pro-housing advocacy group
- In conjunction with the Andover Cultural Council and the Andover Arts and Culture Alliance, continue the planning and development of a town-wide Arts and Culture Strategic Plan
- Provide information via the Town's website, including project development information and Planning Board decisions
- Collaborate with the transportation/pedestrian working group to identify strategic locations for tactical, semi-permanent, and permanent projects that enhance mobility and public spaces.
- Oversee all Business Development efforts in downtown and other business districts with emphasis on recruitment, retention, promotion, and outreach
- Collaborate with various Town staff on the Gas Affected Areas Projects (GAAP) on Park, Playstead and Municipal Complex Master Plan
- Increase Social Media from the Planning Division
 - Participate in the Social Media Working Group
 - Create story telling on Planning's website for project work to update the public
- Provide professional education training to staff and Planning Board member

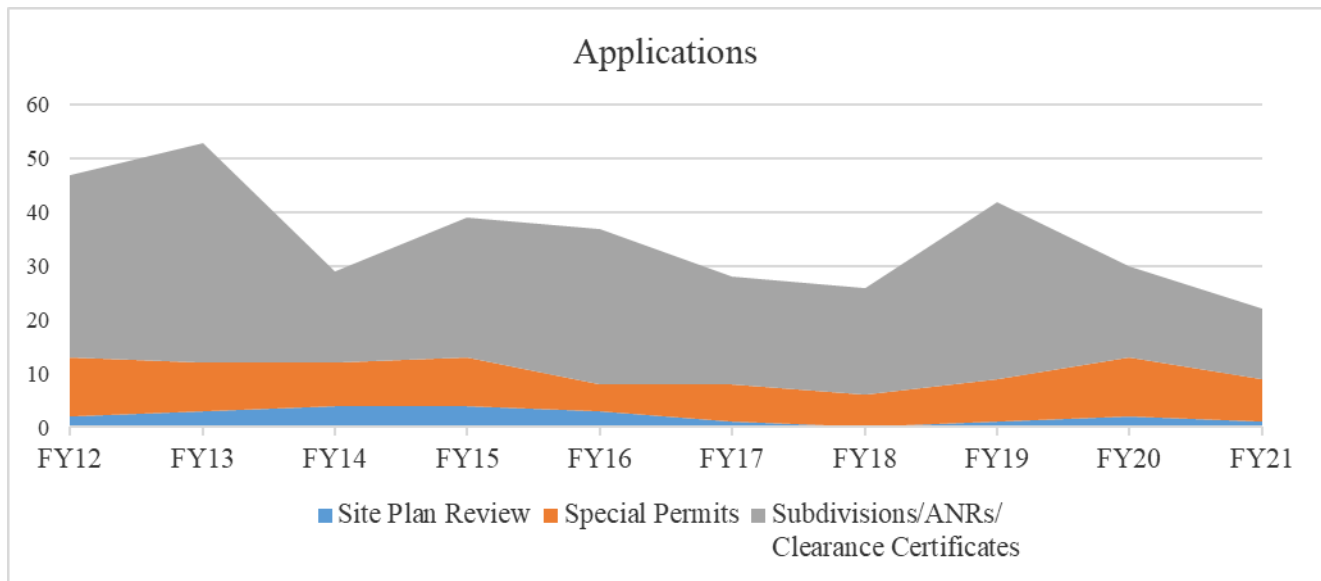
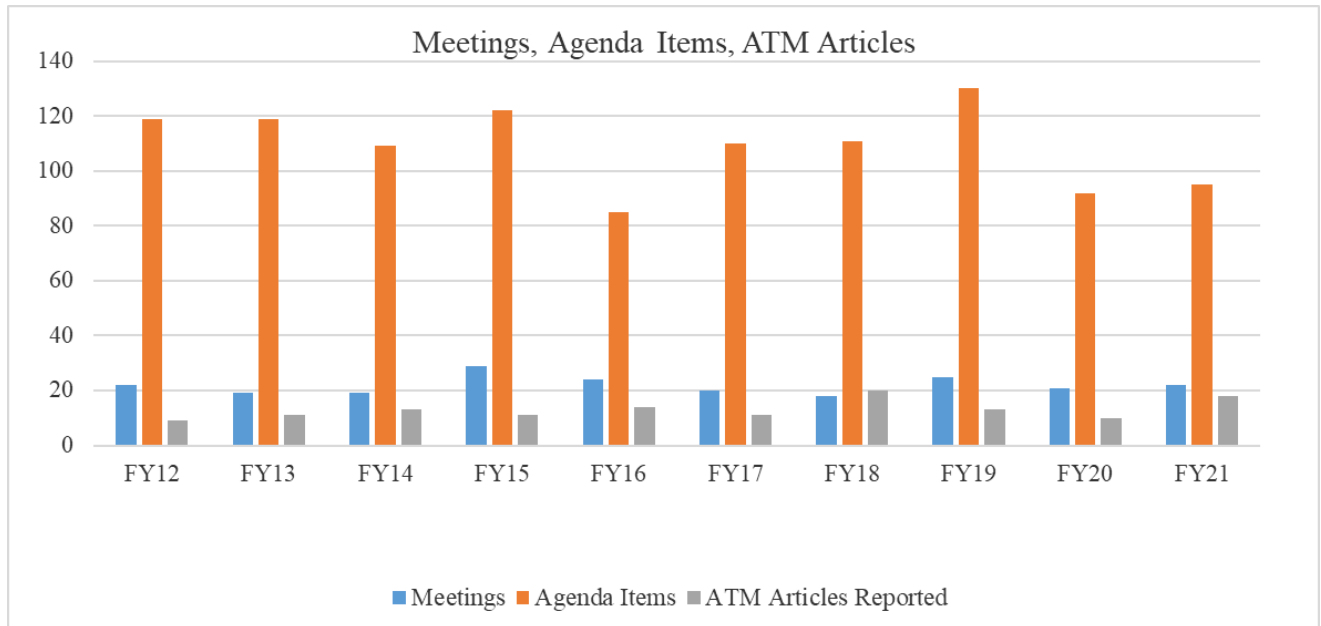
COMMUNITY DEVELOPMENT AND PLANNING

BUILDING DIVISION PERFORMANCE STATISTICS



COMMUNITY DEVELOPMENT AND PLANNING

PLANNING DIVISION PERFORMANCE STATISTICS



COMMUNITY DEVELOPMENT AND PLANNING

Position Classification	FTE FY2020	FTE FY2021	REQ FY2022	REQ FY2023	TMREC FY2023	TMREC FY2023
COMMUNITY DEVELOPMENT AND PLANNING						
<u>ADMINISTRATION</u>						
Office Administrator	1.0	1.0	1.0	1.0	1.0	90,430
Permitting Technician	1.0	1.0	1.0			
Customer Service Speacialist				1.0	1.0	71,774
Administrative Secretary	4.0	4.0	4.0	4.0	4.0	250,769
	6.0	6.0	6.0	6.0	6.0	412,973
<u>BUILDINGS</u>						
Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	121,964
Electrical Inspector	1.0	1.0	1.0	1.0	1.0	89,531
Local Building Inspector	1.0	1.0	1.0	1.0	1.0	77,953
Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	86,441
Alternate Inspectors						47,195
	4.0	4.0	4.0	4.0	4.0	423,084
<u>CONSERVATION</u>						
Director of Conservation	1.0	1.0	1.0	1.0	1.0	116,898
Conservation Agent	1.0	1.0	1.0	1.0	1.0	81,529
Land Manager		0.4	0.4	1.0	1.0	56,132
	2.0	2.4	2.4	3.0	3.0	254,559
<u>HEALTH</u>						
Director of Health	1.0	1.0	1.0	1.0	1.0	121,964
Assistant Director of Public Health	0.8	1.0	1.0	1.0	1.0	87,748
Registered Nurse (1)	0.8	0.8	0.8	0.8	0.8	70,574
Health Inspector	1.0	1.0	1.0	1.0	1.0	75,518
Health Agent	1.0	1.0	1.0	1.0	1.0	91,813
	4.6	4.8	4.8	4.8	4.8	447,617
<u>PLANNING</u>						
Land Use & Planning Director	1.0	1.0	1.0	1.0	1.0	131,721
Director Business Arts Culture (2)		1.0	1.0	1.0	1.0	100,885
Senior Planner	1.0	1.0	1.0	1.0	1.0	97,642
Planner	1.0	1.0	1.0	1.0	1.0	89,034
Planning Assistant (Changed to Associate Planner)	1.0	1.0				
Associate Planner			1.0	1.0	1.0	69,707
	4.0	5.0	5.0	5.0	5.0	488,989
CD&P TOTAL	20.6	22.2	22.2	22.8	22.8	2,027,222

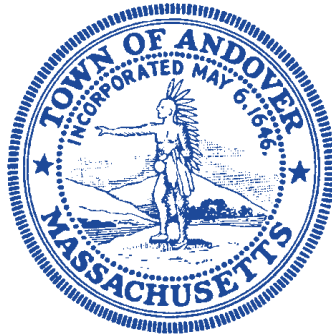
(1) - Registered Nurse .8 FTE paid from GF Budget beg FY22- PY .6 paid from budget and .2 paid from revolving fund.

(2) - Transferred from Town Manager

COMMUNITY DEVELOPMENT AND PLANNING

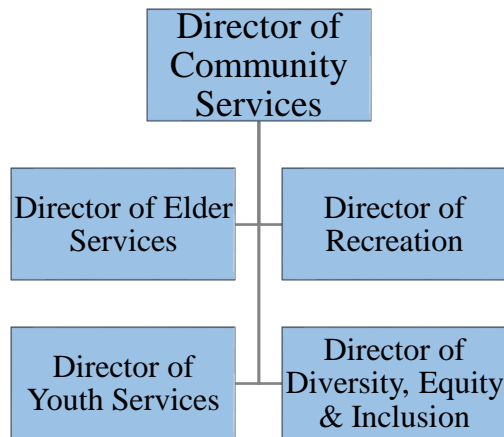
COMMUNITY DEVELOPMENT/PLANNING		FY2020	FY2021	FY2022	FY2023	FY2023
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011801	COMMUNITY DEVELOPMENT SALARIES					
	5110 REG WAGES	\$1,531,521	\$1,775,709	\$1,828,028	\$1,881,194	\$1,881,194
	POSITION INCREASE				\$28,260	\$28,260
	5120 OVERTIME	\$26,467	\$28,845	\$31,966	\$31,966	\$31,966
	5130 PART TIME	\$161,747	\$89,384	\$160,510	\$142,989	\$142,989
	5187 RETRO WAGES	\$7,100	\$0	\$0	\$0	\$0
	SUBTOTAL	\$1,726,835	\$1,893,938	\$2,020,504	\$2,084,409	\$2,084,409
011802	COMMUNITY DEVELOPMENT EXPENSES					
	5220 TELEPHONE	\$5,781	\$6,546	\$6,500	\$6,600	\$6,600
	5231 MONTHLY TRANSP	\$18,840	\$18,840	\$20,400	\$23,640	\$20,400
	5250 ADVERTISING	\$316	\$680	\$1,250	\$1,250	\$1,250
	5270 PRINTING	\$3,024	\$2,722	\$4,200	\$4,200	\$4,200
	5271 CREDIT CARD FEES	\$2,618	\$1,298	\$2,000	\$2,000	\$2,000
	5286 MAINT/REP LAND	\$645	\$1,082	\$2,000	\$2,000	\$2,000
	5294 CLOTHING/BOOT ALLOWANCE	\$755	\$1,227	\$2,700	\$3,000	\$2,000
	5295 OTHR SVCS	\$112,334	\$108,533	\$98,500	\$113,264	\$103,500
	5310 OFFICE SUP	\$6,844	\$3,984	\$9,500	\$8,500	\$8,500
	5322 VACCINATIONS/TESTING	\$1,790	\$1,339	\$2,000	\$2,500	\$2,500
	5394 SUPPLIES/BOOKS	\$194	\$967	\$1,300	\$800	\$800
	5276 CULTURE & BUSINESS DEV	\$0	\$2,049	\$5,000	\$3,000	\$3,000
	5420 OFFICE EQUIP	\$8,073	\$19,127	\$10,000	\$10,000	\$10,000
	5710 TRAVEL	\$19,381	\$16,178	\$24,850	\$26,400	\$26,400
	5715 PROF DEV	\$11,174	\$874	\$22,300	\$22,300	\$19,300
	5730 DUES/SUBSCRIPTIONS	\$17,048	\$16,921	\$19,795	\$22,946	\$22,946
	5795 CONSERVATION PROGRAMMING	\$780	\$511	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$209,597	\$202,878	\$234,295	\$254,400	\$237,396
011801	COMMUNITY DEVELOPMENT SALARIES					
	5831 FROM RESERVE FUNDS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	SUBTOTAL	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	TOTAL COMMUNITY DEVELOPMENT	\$1,911,432	2,071,816	\$2,229,799	\$2,313,809	\$2,296,805

DEPARTMENT OF COMMUNITY SERVICES



Mission Statement

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



DEPARTMENT OF COMMUNITY SERVICES

Department Description

The Department of Community Services was formed in July 2016 by merging the divisions of Recreation, Youth Services, Elder Services and Veterans Services into one public-facing Department whose primary focus is improving the quality of life for all who call Andover home. A new Division, Andover DIVERSE, was created in the summer of 2020 and has become the most recent addition to the Department.

The Department's divisions of Elder Services, Recreation, and Youth Services provide a range of services and programs intended to ensure all Andover residents, regardless of age, income or ability have access to a full range of direct services and programs including but not limited to:

- Seasonal recreation, summer camps and organized sports programming
- Elder services
- Youth development and leadership
- After school care
- Crisis case management
- Home delivered and congregate meals
- Accessible transportation
- Disease management and continued learning
- Cultural celebrations
- Advocacy and outreach

Andover DIVERSE ensures forward momentum on matters related to Diversity, Equity and Inclusion with the express commitment of supporting the change necessary to become a community which embraces inclusiveness, racial justice and respect for all.

Additionally, the Department of Community Services in conjunction with other Town Departments serves as trustee and programmer for many of Andover's most treasured resources such as Pomp's Pond/Rec Park, the Andover Youth and Senior Centers, Veterans memorials and our many green spaces and playgrounds.

FY2023 Objectives

- Advocacy and leadership in Andover's quest to become a more inclusive community in collaboration with other Town Departments, external partners and community volunteers.
- Continued leadership of Andover's DEI Strategic Plan and associated Working Groups to further the mission of creating a more inclusive, welcoming community.
- Continued commitment to organizational alignment across the Department in the interest of operational efficiency and effectiveness
- Support the continued success of the Department's public-facing divisions as they deliver a range of services to Andover residents in the context of the COVID epidemic.
- Expanded community outreach and marketing to increase participation and support
- Establish and launch Andover's Citizen's Leadership Academy
- On-going focus on building partnerships and collaborations inside and outside of government which contribute to enhancing the Andover community, sense of community and programming
- Acquisition of a department-wide registration management system

DEPARTMENT OF COMMUNITY SERVICES

Andover DIVERSE

Andover DIVERSE (Diversity, Inclusion, Values, Respect, Support and Education) is focused on advancing community -driven initiatives and engagement with the goal of building a more inclusive Andover. Through the contributions of the Commission on DEI; a body created by the Select Board in late 2020, municipal officials and community volunteers completed a number of foundational activities 2021. Namely:

- Commission on DEI members appointed, founding documents created
- Diversity Audit completed, findings presented
- Funding for the Director of DEI position approved at 2021 Town Meeting
- Strategic Plan drafted and socialized
- Director of DEI hired
- Strategic goal completion underway

The Town of Andover's **DEI Strategic Plan**, arising directly out of the findings of the 2021 Diversity Audit include the following over-arching goals:

1. Undertake data collection, analysis and updates as necessary to inform decisions
2. Proactively diversify the Town of Andover's workforce
3. Create lasting culture change through on-going training and conversation in and among municipal staff and the greater community
4. Engage citizens through cross-cultural programming
5. Foster support for and partnerships between Commission on DEI and municipal leadership
6. Foster and improve communication with community members

A series of **Working Groups** comprised of community volunteers and municipal staff have begun the important work of accomplishing a number of action steps in service to these goals. Those working groups include:

- Communications
- Supporting Youth
- Diversity in Hiring
- Racial Climate and Reporting
- Leadership Development
- Community Activities
- Data Gathering and Engagement

We look forward to the important work to come and welcome and/all community members interested in contributing to this effort to get involved.

Elder Services

The Division of Elder Services provides a range of services and activities intended to meet the needs and interests of Andover residents aged sixty and over. With the express goal of supporting those aging in our community, the Division of Elder Services offers services designed to ensure for the day to day health and safety of elders including but not limited to: accessible transportation, home delivered and congregate meals, case management and information and referral services, Adult Day Care as well as services and programs designed to keep elders healthy and thriving in the community such as disease management, exercise and strength training, continued learning and cultural celebrations intended to support robust community building.

The Division is funded through a combination of municipal funding, state and foundation grants, user fees, private donations and the contribution of hundreds of volunteers without whom mission would not be met. The ROBB Center Capital Campaign concluded in June of 2021 and exceeded their goal by raising \$553,000, including a \$100,000 Cummings Foundation grant.

As the pandemic continued into 2021, the division continued to support the senior community with meals, friendly check-ins and virtual programming. Elder Services partnered with the Board of Health to coordinate vaccine clinics for residents and, when local clinics were no longer available the Division worked with Elder Services of Merrimack Valley to secure vaccine appointments for Andover seniors at regional clinics.

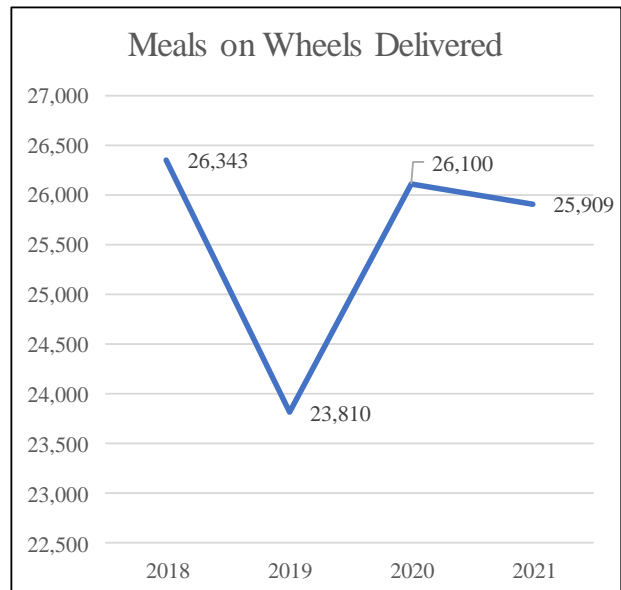
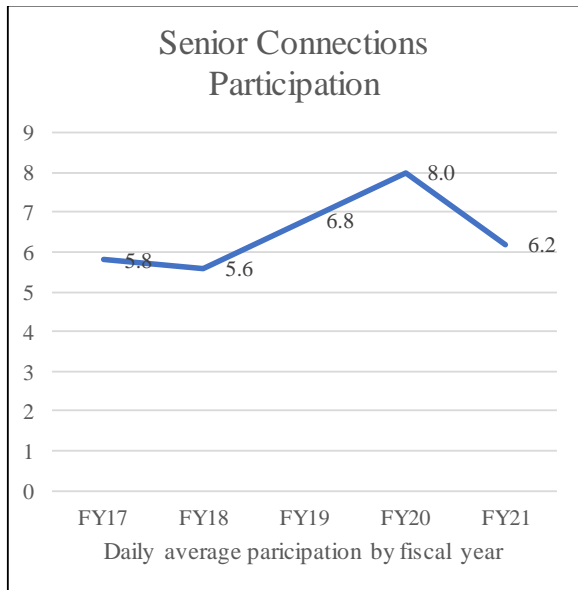
DEPARTMENT OF COMMUNITY SERVICES

In April of 2021 the Elder Services team return to 30 Whittier Ct with the finalization of the Robb Center construction. The Division systematically reopened the Center while balancing Covid safety protocols. The Supportive Day Program and kitchen opened first, followed by programming. The Center continued to offer programs virtually, moving over time to a hybrid model of delivery.

FY2023 Objectives

- Expand service offerings and programming delivered through the newly renovated Robb Center with a focus on evidenced-based programs.
- Expanded community outreach and marketing to increase participation and support.
- Continued coordination of the delivery of critical services to elders and their families including; accessible transportation services, congregate and home delivered meals, crisis case management, advocacy, information and referral, health monitoring, Adult Social Day Care, emergency preparedness and cross-departmental collaboration in complex case management as the pandemic guidelines permit
- On-going delivery and evaluation of continued learning, wellness and cultural programming
- Leadership, support and coordination of Andover's robust senior volunteer program
- Continued collaboration with other Divisions within the Department

ELDER SERVICES DIVISION PERFORMANCE STATISTICS



DEPARTMENT OF COMMUNITY SERVICES

Recreation

Andover Recreation provides social, educational, cultural and recreational opportunities to Andover residents of all ages and abilities. Daytime, evening and weekend classes, special events, trips, workshops, and public performances are offered throughout the year. Recreation continues to incorporate residents' ideas into its array of programming. Increasing enrollments are attributed to repeat family participation, a robust repertoire of community-based instructors, online and telephone registration, overnight drop-box for registration and increased identification with the Recreation booklet publication and branding.

The Division's after school care program; Kid Care continues to expand its service to Andover families seeking an affordable after-school care option. This past year Recreation expanded after-school care slots to accommodate increasing demand. This valued service provides reliable and affordable afterschool child care to over 600 students.

With no dedicated recreation facility in which to program activities, the division relies on numerous partnerships to accomplish mission. Facilities used for programming include first and foremost the Andover Public Schools whose partnership is critical to the success of the division. Additional facilities utilized include: Poms Pond/Rec Park, Andover Town House, the Robb Center, Cormier Youth Center, and other in- and out-of-town sites.

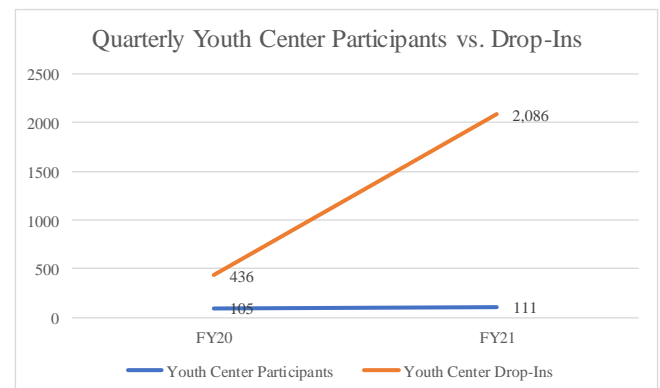
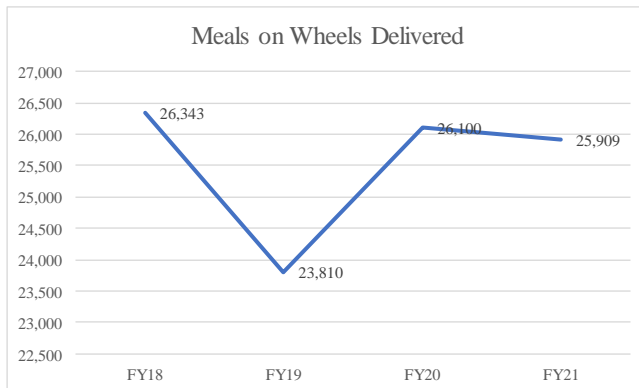
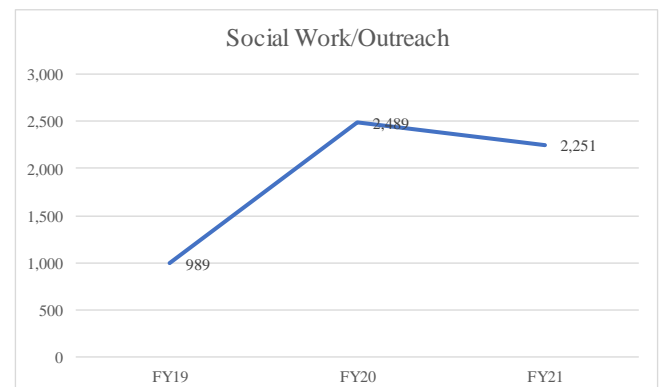
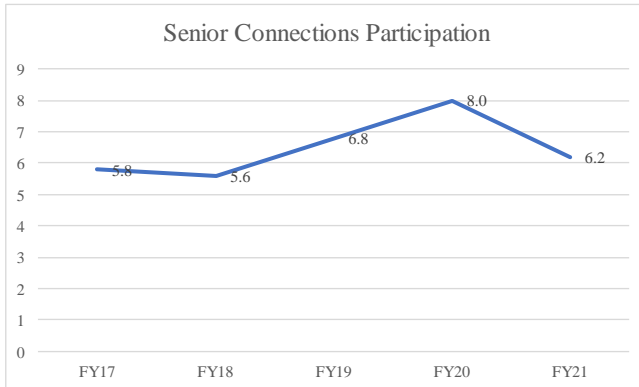
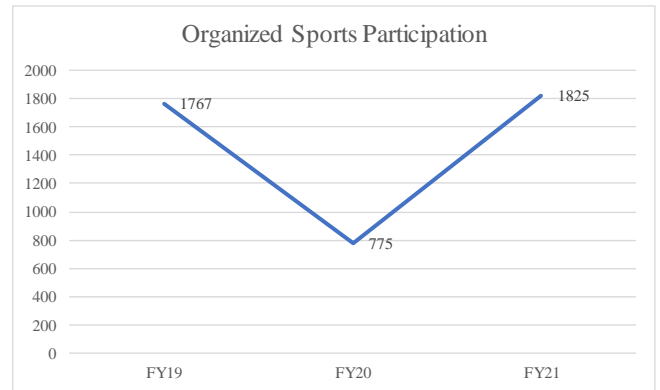
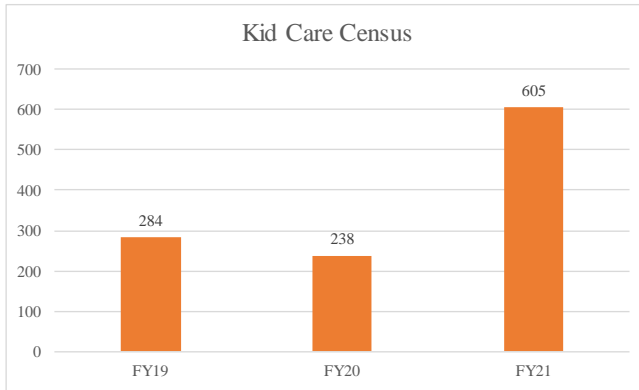
Recreation activities encompass a wide spectrum of programs including seven-week summer playground programs, trips, the Poms Pond aquatic program, licensed after-school daycare services, after-school special events, Bradford Ski Program, after-school enrichment classes, adult education courses, town-wide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

FY2023 Objectives

- Continue to offer high quality programs that support the well-being of Andover Community members.
- Stay up to date with current COVID-19 guidance to ensure participant safety at all programs and events.
- Survey more regularly to assess current programs offerings as well as gauging programs and events the community would like to see offered.
- Add new classes and continue to make improvements to current program offerings
- Search for and select a robust registration software that can streamline the registration process.
- Increase programs offerings for children and residents with special needs.
- Upgrade facility structures, accessibility & usability of Recreation Park and Poms Pond.
- Increase marketing pushes on social media, email blast, website updates and through a general postcard mailer.
- Increase sponsorship funding for Summer Concerts, Community Events and participant scholarships.

DEPARTMENT OF COMMUNITY SERVICES

COMMUNITY SERVICES PERFORMANCE STATISTICS



DEPARTMENT OF COMMUNITY SERVICES

Youth Services

Andover Youth Services (AYS) provides youth and families of Andover with programs that focus on personal, social, cognitive and creative competence, vocational awareness, health and physical well-being, leadership and service and social skills development.

At the core of every AYS program is the belief that all young people given the tools, support and opportunity can become leaders. AYS continues to be an advocate for youth development in the community and a bridge between youth and a network of support services. Andover's young people face many challenges and our focus is on developing and maintaining programs and services that are flexible and encourage all youth to use their creativity, spontaneity and energy in positive ways.

In the summer of 2021 the full complement of Youth Services staff resigned leaving the Town of Andover challenged to ensure our youth had access to a safe place to land after school where opportunities to partake in programming, activities and events of interest were offered without interruption. Determined to meet this goal, the Town successfully recruited an interim team of caring, talented, highly qualified staff to meet the challenge. Countless community partners, municipal staff and parents worked with us to keep the doors open. We're delighted to report that the Division of Youth Services has met the challenge.

In the first quarter of operations we:

- Increase youth participation by 37% over the same period last year
- Increased youth memberships by 6% over the same period last year
- Increased daily drop-ins by 79% over the same time period last year

Programs established and/or re-established since the start of the school year include:

- Daily Block Party for 6th and 7-8th grades M-F
- Daily shuttle service to/from our middle schools
- Early release day activities and trips
- Vacation week field trips and activities
- 2021 Open House
- Skate Park
- Classes including; D&D, Drama workshop, Lego Robotics,, Game On, Cross-Country running, Arts and Crafts, Cooking, Girls Group, Volleyball, Ultimate Frisbee, GRIT, Field Hockey, Girls Travel basketball, wrestling, high school drop-in basketball, Intergenerational knitting, court sports and unstructured outdoor play.

Partnerships with APS social workers, Principals, and Administration, APS Athletic Department, local organizations, high school mentors and community volunteers continue to grow and develop in the interest of Andover's youth. In this unprecedented time, Andover Youth Services will continue serving young people and their families and be the bridge between a young person's needs and the services that can help them become well-rounded individuals.

FY2023 Objectives

- Ensure for the continued growth and expansion of services to Andover's youth
- Prioritize youth development activities through the lens of Diversity, Equity and Inclusion
- In conjunction with the community, articulate the attributes the Town seeks in its next Director of Youth Services.
- Hire the full complement of the permanent Youth Services team
- Professionalize the delivery and oversight of the social work component in the Department of Community Services.
- Actively participate in Department-wide initiatives, marketing and coordination of services with an eye to consistency, efficiency and effectiveness.
- Identify a Department-wide software management program

DEPARTMENT OF COMMUNITY SERVICES

	FTE <u>FY2020</u>	FTE <u>FY2021</u>	FTE <u>FY2022</u>	REQ <u>FY2023</u>	TMREC <u>FY2023</u>	TMREC <u>FY2023</u>
COMMUNITY SERVICES						
ADMINISTRATION						
Director of Community Services	1.00	1.00	1.00	1.00	1.00	140,590
Marketing Director/Recreation Coord	0.25					
TOTAL ADMINISTRATION	1.25	1.00	1.00	1.00	1.00	140,590
ANDOVER DIVERSE						
Diversity, Equity and Inclusion Coord.				1.00	1.00	90,273
TOTAL ANDOVER DIVERSE	0.00	0.00	0.00	1.00	1.00	90,273
WELLNESS & SUPPORT SERVICES						
Wellness & Support Coordinator (2)				1.00	1.00	100,885
TOTAL WELLNESS & SUPPORT	0.00	0.00	0.00	1.00	1.00	100,885
RECREATION						
Recreation Director	1.00	1.00	1.00	1.00	1.00	94,406
Assistant Recreation Director		1.00	1.00	1.00	1.00	76,594
Recreation Coordinator	1.75	1.00	1.00			
	2.75	3.00	3.00	2.00	2.00	171,000
<u>Positions funded from program revenues</u>						
Office Assistant I	1.00	1.00	1.00	1.00	1.00	60,039
Finance Coordinator	1.00	1.00				
Office Administrator (1)			0.50	0.50	0.50	28,808
Recreation Programmer				1.00	1.00	53,279
Program Assistant II	1.00	1.00	1.00	1.00	1.00	57,256
	3.00	3.00	2.50	3.50	3.50	199,382
TOTAL RECREATION	5.75	6.00	5.50	5.50	5.50	370,382
YOUTH SERVICES						
Director of Youth Services	1.00	1.00	1.00	1.00	1.00	100,000
Assistant Director	1.00	1.00	1.00	1.00	1.00	80,000
Program Coordinator	1.00	1.00	1.00	1.00	1.00	77,396
Outreach Worker	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>83,581</u>
	4.00	4.00	4.00	4.00	4.00	340,977
<u>Postions funded by program revenues</u>						
Program Assistant II	1.00	1.00	1.00	1.00	1.00	61,446
Office Assistant II						
	1.00	1.00	1.00	1.00	1.00	61,446
TOTAL YOUTH SERVICES	5.00	5.00	5.00	5.00	5.00	402,423
ELDER SERVICES						
Director of Elder Services	1.00	1.00	1.00	1.00	1.00	94,406
Outreach Coordinator	0.90	0.90	0.90	0.90	0.90	81,075
Program Coordinator	1.00	1.00	1.00	1.00	1.00	72,312
Food Service Coordinator	1.00	1.00	1.00	1.00	1.00	83,700
Office Assistant III	1.00	1.00				
Office Administrator			1.00	0.50	0.50	28,816
Intake Asst/Transportation Coord	1.00	1.00	1.00	1.00	1.00	61,536
Office Assistant II Volunteer Coord	0.55	1.00	1.00	1.00	1.00	59,380
Outreach Coordinator	0.25					
Office Assistant I	0.52	0.52	0.52	0.70	0.70	31,313
Drivers	1.58	1.08	1.08	1.08	1.08	49,127
Food Service Worker	0.55	0.55	0.55	0.55	0.55	51,198
	9.35	9.05	9.05	8.73	8.73	612,863
Community Outreach Nurse	0.15	0.15	0.15	0.15	0.15	14,080
Day Care Aide						
Outreach Coordinator	0.25					
Senior Connections Lead Prog Asst	1.00	1.00	1.00	1.00	1.00	50,496
Office Assistant I	0.45	0.45	0.45	0.45	0.45	14,678
Day Care Aide						
Driver	0.15					
Food Service Worker	0.25	0.25	0.25	0.25	0.25	12,176
Senior Connection Aides		0.70	0.70	0.70	0.70	30,544
	2.25	2.55	2.55	2.55	2.55	121,974
TOTAL ELDER SERVICES	11.60	11.60	11.60	11.28	11.28	734,837
TOTAL COMMUNITY SERVICES	23.60	23.60	23.10	23.78	23.78	1,749,117

(1) - FY22 Position Split 50% Recreation/50% Elder Services
(2) - Position was previously budgeted in the Police Department

DEPARTMENT OF COMMUNITY SERVICES

COMMUNITY SERVICES ADMINISTRATION		FY2020	FY2021	FY2022	FY2023	FY2023
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015441	COMM SERVICES ADMIN SALARIES					
	5110 REG WAGES	\$131,520	\$134,334	\$136,833	\$140,590	\$140,590
	SUBTOTAL	\$131,520	\$134,334	\$136,833	\$140,590	\$140,590
015442	COMM SERVICES ADMIN EXPENSES					
	5231 TRANSPORTATION ALLOWANCE	\$0	\$0	\$0	\$0	\$0
	5256 DIVERSITY INCLUSION EQUITY	\$0	\$26,485	\$0	\$0	\$0
	5274 CITIZENS LEADERSHIP ACADEMY	\$0	\$2,832	\$5,000	\$5,000	\$5,000
	5310 OFFICE SUP	\$0	\$156	\$0	\$1,000	\$1,000
	5710 TRAVEL	\$161	\$0	\$1,000	\$500	\$500
	5715 PROFESSIONAL DEV	\$1,675	\$491	\$1,000	\$3,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	\$54	\$39	\$1,500	\$1,500	\$1,500
	5799 OFFICE FURNITURE	\$1,070	\$0	\$0	\$0	\$0
	SUBTOTAL	\$2,960	\$30,003	\$8,500	\$11,000	\$10,000
	TOTAL COMMUNITY SERVICES ADMIN	\$134,480	\$164,337	\$145,333	\$151,590	\$150,590

ANDOVER DIVERSE		FY2020	FY2021	FY2022	FY2023	FY2023
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015451	ANDOVER DIVERSE SALARIES					
	5110 REG WAGES	\$0	\$0	\$80,000	\$90,273	\$90,273
	SUBTOTAL	\$0	\$0	\$80,000	\$90,273	\$90,273
015452	ANDOVER DIVERSE EXPENSES					
	5220 TELEPHONE	\$0	\$0	\$500	\$500	\$500
	5231 TRANSPORTATION ALLOWANCE	\$0	\$0	\$500	\$500	\$500
	5270 PRINTING	\$0	\$0	\$1,000	\$1,000	\$1,000
	5310 OFFICE SUP	\$0	\$0	\$500	\$500	\$500
	5350 SUPPLIES/EQUIPMENT	\$0	\$0	\$1,000	\$1,000	\$1,000
	5715 PROFESSIONAL DEV	\$0	\$0	\$1,000	\$1,000	\$1,000
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$1,500	\$1,500	\$1,500
	SUBTOTAL	\$0	\$0	\$6,000	\$6,000	\$6,000
	TOTAL ANDOVER DIVERSE	\$0	\$0	\$86,000	\$96,273	\$96,273

WELLNESS & SUPPORT SERVICES		FY2020	FY2021	FY2022	FY2023	FY2023
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015461	WELLNESS & SUPPORT SERVICES					
	5110 REG WAGES	\$0	\$0	\$0	\$100,885	\$100,885
	SUBTOTAL	\$0	\$0	\$0	\$100,885	\$100,885
015462	WELLNESS & SUPPORT SERVICES					
	5220 TELEPHONE	\$0	\$0	\$0	\$500	\$500
	5231 TRANSPORTATION ALLOWANCE	\$0	\$0	\$0	\$500	\$500
	5270 PRINTING	\$0	\$0	\$0	\$1,000	\$1,000
	5310 PRINTING	\$0	\$0	\$0	\$500	\$500
	5350 SUPPLIES/EQUIPMENT	\$0	\$0	\$0	\$1,000	\$1,000
	5715 PROFESSIONAL DEV	\$0	\$0	\$0	\$1,000	\$1,000
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$0	\$1,500	\$1,500
	SUBTOTAL	\$0	\$0	\$0	\$6,000	\$6,000
	TOTAL WELLNESS & SUPPORT SERVICES	\$0	\$0	\$0	\$106,885	\$106,885

DEPARTMENT OF COMMUNITY SERVICES

RECREATION		FY2020	FY2021	FY2022	FY2023	FY2023
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016301	RECREATION SALARIES					
	5110 REG WAGES	\$196,153	\$179,620	\$159,021	\$171,000	\$171,000
	5120 OVERTIME	\$674	\$1,172	\$0	\$0	\$0
	5140 SEASONAL	\$255,267	\$266,949	\$289,459	\$312,480	\$312,480
	5187 RETRO WAGES	\$369	\$0	\$0	\$0	\$0
	SUBTOTAL	\$452,463	\$447,741	\$448,480	\$483,480	\$483,480
016302	RECREATION EXPENSES					
	5211 ELECTRICITY	\$4,240	\$2,855	\$5,000	\$7,000	\$7,000
	5220 TELEPHONE	\$4,148	\$2,255	\$2,800	\$2,800	\$2,800
	5225 POSTAGE	\$4,340	\$0	\$0	\$6,600	\$6,600
	5231 TRANS ALLOWANCE	\$1,760	\$1,000	\$2,400	\$2,400	\$2,400
	5270 PRINTING	\$355	\$189	\$1,000	\$1,000	\$1,000
	5271 CREDIT CARD FEES	\$8,546	\$32,728	\$0	\$24,000	\$12,000
	5282 REP-OFFICE EQUIP	\$2,353	\$2,288	\$0	\$1,500	\$1,500
	5284 REP-COMPUTERS	\$7,600	\$1,080	\$0	\$0	\$0
	5295 OTHR SVCS	\$153,762	\$113,591	\$118,085	\$170,000	\$140,000
	5310 OFFICE SUPPLIES	\$4,417	\$2,949	\$4,800	\$5,000	\$5,000
	5355 AUTOMOTIVE FUEL	\$0	\$67	\$0	\$0	\$0
	5370 SUPPLIES CONSTRUCTION	\$10,556	\$4,945	\$0	\$13,000	\$5,000
	5392 SUPPLIES RECREATION	\$21,938	\$17,035	\$20,000	\$25,000	\$20,000
	5504 TECHNOLOGY	\$0	\$2,018	\$0	\$15,000	\$15,000
	5710 TRAVEL IN-STATE	\$1,646	\$1,912	\$3,000	\$3,000	\$3,000
	5715 PROF DEV	\$1,961	\$454	\$2,500	\$2,500	\$2,500
	5730 DUES/SUBSCRIPTIONS	\$2,831	\$1,291	\$1,200	\$2,500	\$2,500
	5799 OFFICE FURNITURE	\$1,070	\$0	\$0	\$0	\$0
	SUBTOTAL	\$231,523	\$186,657	\$160,785	\$281,300	\$226,300
016301	RECREATION SALARIES					
	5811 FROM SALE OF SERVICE					
	SUBTOTAL	<u>(390,435)</u>	<u>(733,822)</u>	<u>(393,510)</u>	<u>(531,531)</u>	<u>(531,531)</u>
		<u>(390,435)</u>	<u>(733,822)</u>	<u>(393,510)</u>	<u>(531,531)</u>	<u>(531,531)</u>
	TOTAL RECREATION	\$293,551	-\$99,424	\$215,755	\$233,249	\$178,249

DEPARTMENT OF COMMUNITY SERVICES

YOUTH SERVICES		FY2020	FY2021	FY2022	FY2023	FY2023
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015421	YOUTH SERVICES SALARIES					
	5110 REG WAGES	\$348,124	\$403,764	\$360,961	\$340,977	\$340,977
	5120 OVERTIME	\$0	\$0	\$0	\$0	\$0
	5130 PART TIME	\$0	\$0	\$0	\$0	\$0
	5140 SEASONAL	<u>\$73,016</u>	<u>\$76,787</u>	<u>\$75,222</u>	<u>\$84,932</u>	<u>\$84,932</u>
	SUBTOTAL	\$421,140	\$480,551	\$436,183	\$425,909	\$425,909
015422	YOUTH SERVICES EXPENSES					
	5211 ELECTRICITY	\$925	\$3,192	\$25,000	\$25,000	\$25,000
	5212 NATURAL GAS	\$10,336	\$7,687	\$12,000	\$12,000	\$12,000
	5220 TELEPHONE	\$2,343	\$1,194	\$3,300	\$3,300	\$3,300
	5225 POSTAGE	\$193	\$46	\$200	\$1,000	\$1,000
	5231 TRANS ALLOWANCE	\$2,400	\$2,200	\$2,400	\$2,400	\$0
	5270 PRINTING	\$1,160	\$361	\$5,000	\$5,000	\$5,000
	5271 CREDIT CARD FEES	\$1,037	\$0	\$0	\$2,500	\$1,250
	5292 RENTAL/FACILITIES	\$3,337	\$0	\$3,000	\$3,000	\$3,000
	5295 OTHR SVCS	\$10,737	\$11,270	\$10,500	\$10,500	\$10,500
	5310 OFFICE SUPPLIES	\$6,715	\$7,256	\$7,000	\$7,000	\$7,000
	5321 FOOD	\$16,116	\$7,791	\$15,000	\$15,000	\$15,000
	5350 SUPPLIES/EQUIPMENT	\$0	\$2,400	\$2,500	\$2,500	\$2,500
	5355 AUTOMOTIVE FUEL	\$3,101	\$542	\$8,000	\$8,000	\$8,000
	5370 SUPPLIES CONSTRUCTION	\$4,626	\$3,903	\$5,000	\$5,000	\$5,000
	5392 SUPPLIES RECREATION	\$15,954	\$30,097	\$15,000	\$25,274	\$25,274
	5504 TECHNOLOGY	\$0	\$0	\$0	\$5,000	\$0
	5710 TRAVEL IN-STATE	\$0	\$0	\$1,400	\$1,500	\$1,500
	5715 PROFESSIONAL DEV	\$0	\$420	\$500	\$1,500	\$1,500
	5730 DUES/SUBSCRIPTIONS	<u>\$121</u>	<u>\$159</u>	<u>\$100</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	<u>\$79,101</u>	<u>\$78,518</u>	<u>\$115,900</u>	<u>\$135,474</u>	<u>\$126,824</u>
56640	YOUTH SERVICES EXPENSES					
	SALES OF SERVICE	(4,482)	(25,000)	(25,000)	(25,000)	(25,000)
	AYF GIFT	<u>(22,000)</u>	<u>(22,000)</u>	<u>(22,000)</u>	<u>(22,000)</u>	<u>(22,000)</u>
		<u>(26,482)</u>	<u>(47,000)</u>	<u>(47,000)</u>	<u>(47,000)</u>	<u>(47,000)</u>
	TOTAL YOUTH SERVICES	\$473,759	\$512,069	\$505,083	\$514,383	\$505,733

DEPARTMENT OF COMMUNITY SERVICES

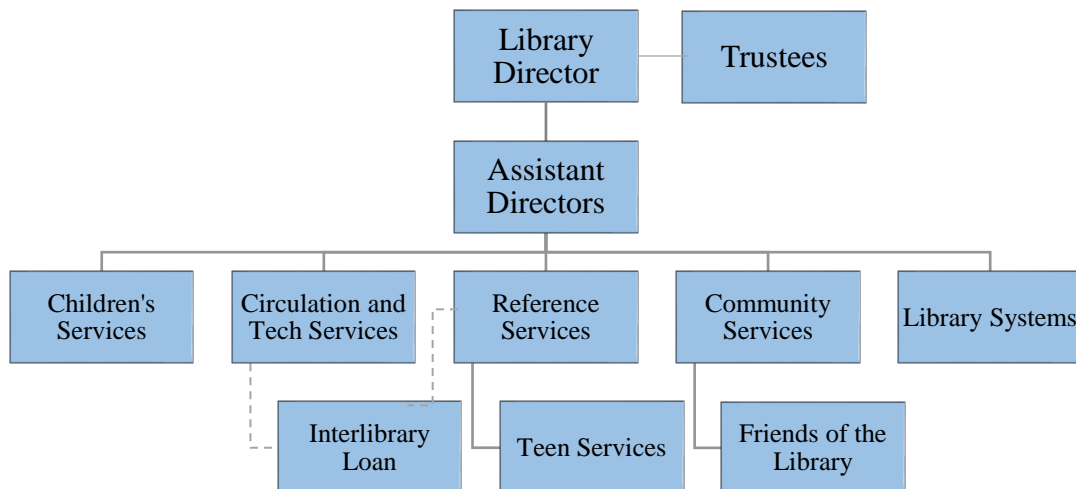
ELDER SERVICES		FY2020	FY2021	FY2022	FY2023	FY2023
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015411	ELDER SERVICES SALARIES					
	5110 REG WAGES	\$342,180	\$415,277	\$430,589	\$400,150	\$400,150
	5120 OVERTIME	\$1,731	\$739	\$2,000	\$2,000	\$2,000
	5130 PART TIME	\$157,888	\$161,311	\$175,181	\$212,713	\$212,713
	5140 SEASONAL	\$4,903	\$12,267	\$17,814	\$23,000	\$23,000
	5187 RETRO WAGES	<u>\$2,591</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$509,293	\$589,594	\$625,584	\$637,863	\$637,863
015412	ELDER SERVICES EXPENSES					
	5220 TELEPHONE	\$967	\$949	\$2,500	\$2,500	\$2,500
	5231 TRANS ALLOWANCE	\$0	\$0	\$2,000	\$2,000	\$2,000
	5250 ADVRTSNG	\$0	\$0	\$0	\$0	\$0
	5270 PRINTING	\$19,362	\$16,189	\$19,000	\$21,000	\$21,000
	5282 REP-OFFICE EQUIP	\$638	\$9	\$1,200	\$1,200	\$1,200
	5291 RENT EQUIP	\$2,800	\$367	\$2,600	\$3,000	\$3,000
	5294 CLOTHING ALLOWANCE	\$833	\$621	\$3,000	\$3,000	\$3,000
	5295 OTHR SVCS	\$14,383	\$16,452	\$14,500	\$16,000	\$16,000
	5310 OFFICE SUP	\$5,274	\$5,646	\$9,200	\$9,000	\$9,000
	5321 FOOD	\$77,563	\$58,428	\$101,690	\$109,000	\$109,000
	5330 OPERATING SUPPLIES	\$5,487	\$0	\$0	\$0	\$0
	5350 SUPPLIES/EQUIPMENT	\$0	\$5,883	\$11,200	\$11,200	\$11,200
	5355 AUTOMOTIVE FUEL	\$3,202	\$982	\$5,000	\$5,000	\$5,000
	5394 SUPPLIES/BOOKS	\$0	\$0	\$0	\$0	\$0
	5395 OTHER COMMODITIES	\$14,413	\$12,573	\$15,000	\$15,000	\$15,000
	5710 TRAVEL IN-STATE	\$5,012	\$5,422	\$5,500	\$5,500	\$5,500
	5715 PROFESSIONAL DEVELOPMENT	\$5,170	\$225	\$0	\$0	\$0
	5730 DUES/SUBSCRIPTIONS	\$405	\$1,397	\$1,000	\$1,500	\$1,500
	5799 OFFICE EQUIPMENT	<u>\$1,070</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$156,579	\$125,143	\$193,390	\$204,900	\$204,900
015411	ELDER SERVICES SALARIES					
	5801 FROM FEDERAL GRANTS	(58,077)	(55,205)	(54,000)	(51,000)	(51,000)
	5811 FROM SALE OF SERVICE	(61,226)	(60,659)	(52,000)	(55,000)	(55,000)
	SUBTOTAL	<u>(119,303)</u>	<u>(115,864)</u>	<u>(106,000)</u>	<u>(106,000)</u>	<u>(106,000)</u>
	TOTAL ELDER SERVICES	\$546,569	\$598,873	\$712,974	\$736,763	\$736,763

MEMORIAL HALL LIBRARY



Mission Statement

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



MEMORIAL HALL LIBRARY

Department Description

Through a diverse blend of materials, services, and programs **Memorial Hall Library** serves as the educational, informational, and cultural heart of the community. The Library provides programs for all ages and access to library materials, information technology, and online services. Despite reduced library hours during much of 2021 due to the pandemic, 50,000 patrons visited the building and library patrons borrowed approximately 360,000 items. Heavy use of electronic, downloadable and streaming services continued and more than 300,000 resources were accessed. 368 library programs were presented with 7,136 people attending. The library strives to create an environment that values and promotes diversity, equity and inclusion.

Administration works with Town Government, the Board of Trustees, Senior Staff and the public to set annual library goals, objectives and action items and partner with Town Facilities and DPW departments to improve and maintain the Library building and grounds to ensure that it meets current patron needs and expectations. As part of the Merrimack Valley Library Consortium, Library Administration collaborates with the 36-member consortium to optimize cooperative library initiatives, including a shared public catalog and shared library resources.

The Library Systems Team works with library administration, Town IT and MVLC technology staff to ensure that both the public and staff have access to high quality computers and a secure, reliable network infrastructure. The office supports library automation software, staff and public Internet access, Microsoft Office applications, reference databases, public training, makerspace technology and programming, and presentation technology in public meeting rooms.

The Circulation Department serves as the initial point of service for most adults entering the library. They register library patrons, coordinate loans of library materials, manage overdue, missing and lost items, holds, book club kits, the library of things and museum passes. They process loan requests for materials not held in the Merrimack Valley Library Consortium and are responsible for all Commonwealth Catalog and Mediated Interlibrary Loan requests. The department provides help and answers questions in person, by phone and by email.

The Technical Services Department orders, receives, catalogs and prepares materials for circulation. Bibliographic and item records for materials are entered into the 36-member Merrimack Valley Library Consortium database which is available remotely to home users via a shared online catalog. They manage the serials collection and the withdrawal of outdated, damaged and missing items as well as the replacement of classic titles. The department is also responsible for maintaining accurate records of expenditures for library materials.

The Reference Department provides help and answers questions in person, by phone, by email and by chat. provides readers' advisory services and manages the Andover Room local history collection and genealogy programming. They are responsible for assisting patrons with streaming or downloading eBooks, audiobooks, music and movies, and for providing technology assistance to patrons using library and personal devices. The department supports public copying, printing, faxing, scanning and digitization services and maintains the library's web presence and social media accounts.

The Children's Department plans and provides services for children, birth through grade 5. They offer programs such as story time, crafts, music, as well as, winter summer reading programs. The department helps children and their families select the materials they need to progress as readers and as learners and functions as a destination learning space for families. Our knowledgeable staff can assist with recreational and educational needs, supporting students and teachers.

The Teen Department plans and provides services for middle and high school students. They offer programming and teen-related collections such as crafts, games and summer reading. They maintain a cooperative relationship with Andover schools, both public and private.

The Community Services Department organizes cultural and educational programs for adults, develops promotional materials, plans art exhibits and other public relations activities. They serve as the library's liaison to the Friends of Memorial Hall Library and supervise library volunteers. The department collaborates with other Town departments and organizations.

MEMORIAL HALL LIBRARY

FY2023 Objectives

OVERALL OBJECTIVES

- Continue to provide outstanding customer service to the residents of Andover and library patrons
- Create an environment that values and promotes diversity, equity and inclusion
- Encourage staff to participate in training and workshops
- Work with Town Facilities on FY22/23 CIP articles and other building enhancements

ADMINISTRATION/REFERENCE/LIBRARY SYSTEMS

- Explore additional streaming products and electronic databases
- Develop and implement a measurable plan for diversifying all collections
- Continue digitizing and indexing local newspapers currently on microfilm
- Maintain and update public-facing technology
- Reopen library makerspace
- Expand technical training opportunities

CIRCULATION/ TECHNICAL SERVICES/INTERLIBRARY LOAN

- Implement patron self-registration and family cards
- Replace the circulation desk and reconfigure level one storage areas
- Translate library card application into multiple languages
- Review cataloging and classification practices to improve patron accessibility to library materials
- Provide increased cross-training to expedite the workflow

TEEN SERVICES

- Continue to engage teens and provide spaces, physical and virtual, for them to interact and keep them safe
- Coordinate with school librarians to organize and promote reading, including summer and winter reading
- Continue to work with AHS teachers and librarians to assist Capstone students with research
- Deploy staff to better serve the increased numbers of middle school students using the library

CHILDREN'S SERVICES

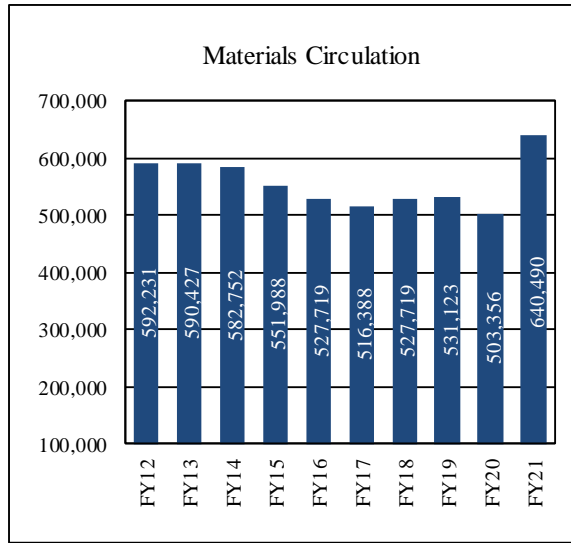
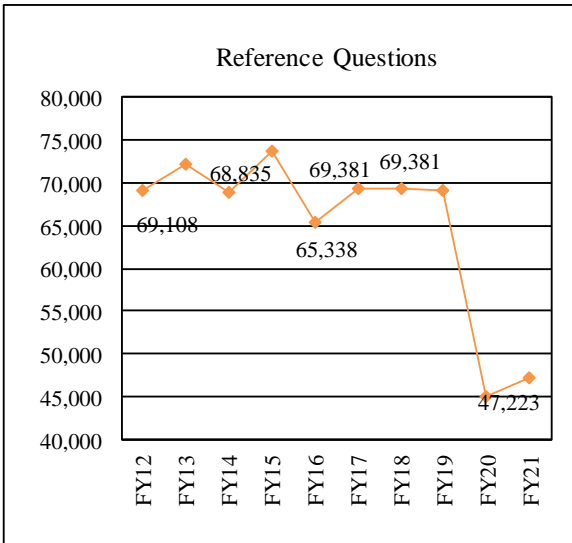
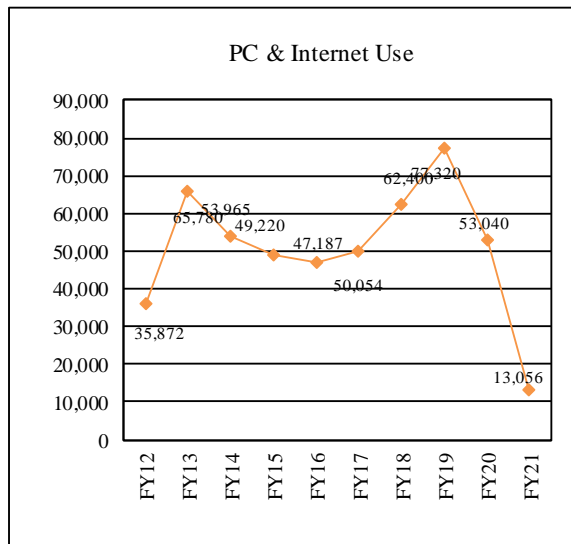
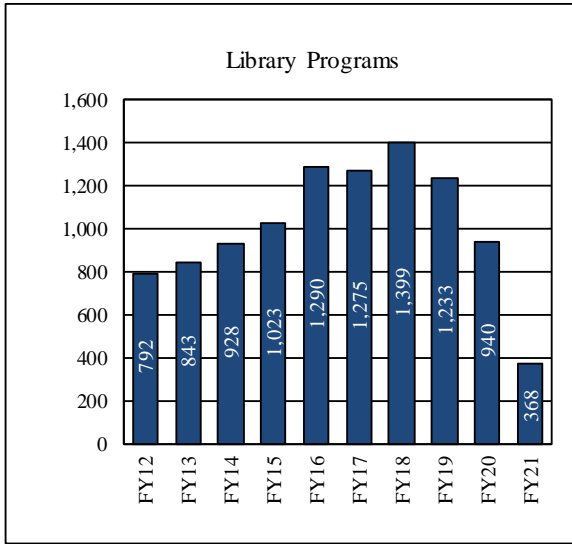
- Replace the children's room circulation desk and reorganize children's room to facilitate better usage
- Deploy staff to better serve the increased numbers of families using the Children's Room
- Continue our pandemic program plan for meeting everyone's needs whether in person; take home; or virtual
- Continue diversity and inclusion work with our collections, displays and programs
- Collaborate with Andover preschools, elementary schools and other organizations that serve families

COMMUNITY SERVICES

- Continue to improve use of MHL-Mail and social media to promote library services
- Work closely with community groups seeking to improve Andover
- Continue to partner with other libraries to broaden the array of virtual programming and share costs

MEMORIAL HALL LIBRARY

LIBRARY PERFORMANCE STATISTICS



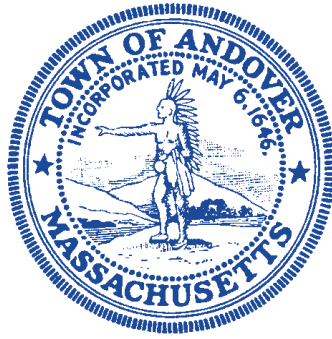
MEMORIAL HALL LIBRARY

<u>Position Classification</u>	<u>FTE FY2020</u>	<u>FTE FY2021</u>	<u>FTE FY2022</u>	<u>REQ FY2023</u>	<u>TMREC FY2023</u>	<u>TMREC FY2023</u>
MEMORIAL HALL LIBRARY						
<u>Full Time</u>						
Library Director	1.0	1.0	1.0	1.0	1.0	134,701
Assistant Library Director	1.0	2.0	2.0	2.0	2.0	204,765
Assistant Library - Coord Tech & Circ Serv	1.0					
Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	196,094
Library Systems Coordinator	1.0	1.0	1.0	1.0	1.0	91,636
Librarian	8.0	8.0	8.0	8.0	8.0	630,701
Comm Services Librarian	1.0	1.0	1.0	1.0	1.0	81,665
Acquisitions Head	1.0	1.0	1.0	1.0	1.0	78,269
Executive Secretary	1.0	1.0	1.0	1.0	1.0	73,213
Library Asst II	2.0	2.0	2.0	2.0	2.0	136,899
Library Assistant	2.0	2.0	2.0	2.0	2.0	114,713
	21.0	21.0	21.0	21.0	21.0	1,742,656
<u>Part Time</u>						
Librarians	0.6	0.6	0.6	0.6	0.6	39,643
Library Assistant	5.3	5.3	5.3	5.3	5.3	287,698
Pages and Aides						152,541
	5.9	5.9	5.9	5.9	5.9	479,882
GRAND TOTAL	26.9	26.9	26.9	26.9	26.9	2,222,538

MEMORIAL HALL LIBRARY

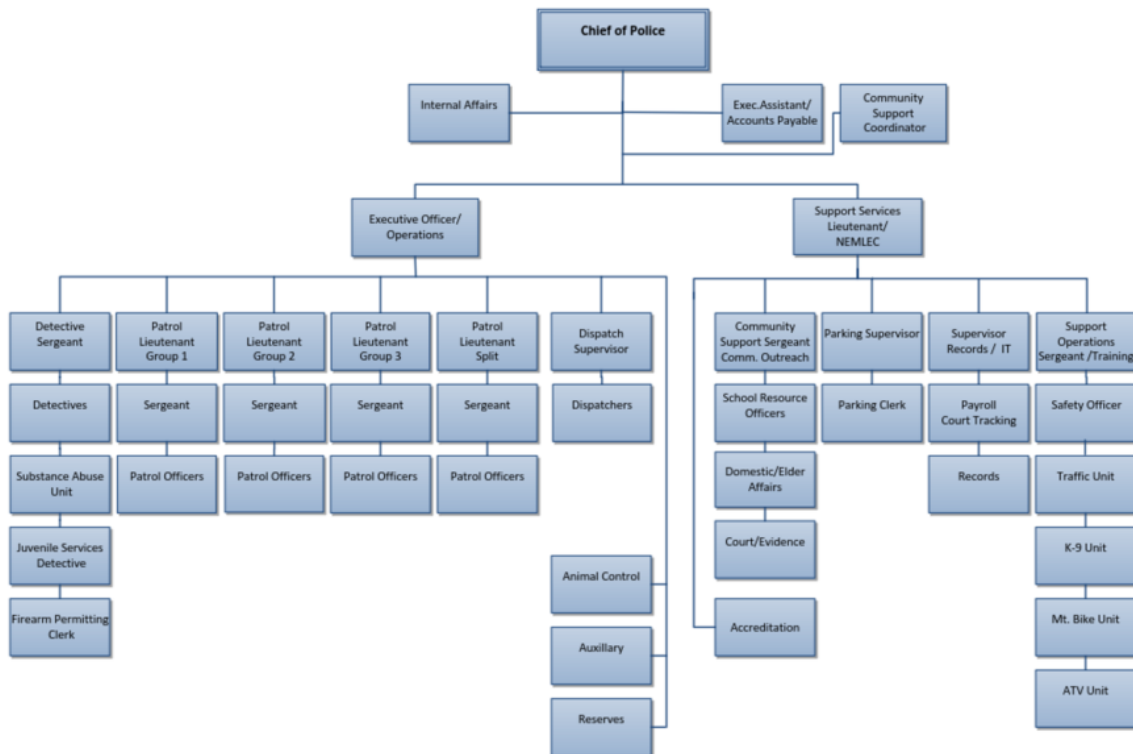
MEMORIAL HALL LIBRARY		FY2020	FY2021	FY2022	FY2023	FY2023
LIBRARY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016101	LIBRARY SALARIES					
	5110 REG WAGES	\$1,619,907	\$1,671,275	\$1,739,055	\$1,742,656	\$1,742,656
	5120 OVERTIME	\$31,467	\$17,918	\$85,000	\$85,000	\$85,000
	5130 PART TIME	\$463,251	\$421,455	\$497,655	\$479,882	\$479,882
	5187 RETRO WAGES	\$10,688	\$0	\$0	\$0	\$0
	SUBTOTAL	\$2,125,313	\$2,110,648	\$2,321,710	\$2,307,538	\$2,307,538
016102	LIBRARY EXPENSES					
	5211 ELECTRICITY	\$46,591	\$47,858	\$55,000	\$55,000	\$55,000
	5213 NATURAL GAS/OIL	\$25,399	\$26,959	\$35,000	\$35,000	\$35,000
	5220 TELEPHONE	\$3,066	\$2,226	\$0	\$0	\$0
	5225 POSTAGE	\$377	\$267	\$2,000	\$1,500	\$1,500
	5270 PRINTING	\$639	\$331	\$2,000	\$1,500	\$1,500
	5282 REP-OFFICE EQUIP	\$5,326	\$5,518	\$7,000	\$7,000	\$7,000
	5295 OTHR SVCS	\$4,570	\$5,379	\$8,000	\$8,500	\$8,500
	5310 OFFICE SUPPLIES	\$2,927	\$2,556	\$4,500	\$4,500	\$4,500
	5330 SUPPLIES/BUILDING	\$22,015	\$15,292	\$25,000	\$25,000	\$25,000
	5350 SUPPLIES/EQUIPMENT	\$6,844	\$7,325	\$12,000	\$12,000	\$12,000
	5394 SUPPLIES/BOOKS	\$305,752	\$358,281	\$365,000	\$372,000	\$372,000
	5430 OTHER EQUIPMENT	\$50,935	\$33,435	\$55,000	\$55,000	\$55,000
	5710 TRAVEL IN-STATE	\$418	\$0	\$1,500	\$750	\$750
	5715 PROFESSIONAL DEVELOPMENT	\$3,693	\$2,002	\$3,000	\$3,000	\$3,000
	5730 DUES/SUBSCRIPTIONS	\$85,687	\$85,687	\$85,687	\$85,687	\$85,687
	SUBTOTAL	\$564,239	\$593,116	\$660,687	\$666,437	\$666,437
	TOTAL LIBRARY	\$2,689,552	\$2,703,764	\$2,982,397	\$2,973,975	\$2,973,975

POLICE DEPARTMENT



Mission Statement

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



POLICE DEPARTMENT

Department Description

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

The department employs 22 civilian employees. There are 11 full-time civilian communicators and 1 part-time that dispatch fire, police, and emergency medical services as well as field all 9-1-1 emergency calls for service. An executive assistant handles daily activities within the Chief's administrative unit. (The remainder of the civilian staff is dispersed in Records, Detectives and the Community Support Coordinator.) The Chief of Police also acts as the Town of Andover Emergency Management Director and the Executive Officer serves as the Deputy Emergency Management Director. Additionally the department handles all animal control issues with 1 animal control officer and all parking enforcement with 1.5 parking enforcement officers.

The department is structured in two divisions; Operations and Special Services. Each division has a distinct chain of command based on a para-military hierarchy that allows for effective communications and deployment of personnel.

Operations Division

- **Uniformed Patrol** - The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.
- **Investigations** - It is the role of the Criminal Investigative Bureau to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the town are handled in this division. Surveillance conducted for multiple reasons, whether to confirm or deny the existence of a specific activity, identification purposes and working with other agencies takes place at different times. The Substance Abuse Unit works within the Investigation Division. This unit works with its regional partners conducts operations to thwart the drug epidemic and alcohol issues throughout the region.
- **Specialized Patrol Units**
 - **Mountain Bike Patrol** – Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into areas that cruisers are unable to patrol.
 - **Motorcycle Patrol** – Specially trained officers assigned to the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.
 - **K-9 Officer** – The department has one specially trained handler. The K-9 team is utilized for searches of missing or wanted persons in either buildings or open terrain.
 - **Tactical Officers** - The department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the N.E.M.L.E.C. officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has a cyber-crime investigative division and traffic reconstruction unit.
 - **Emergency Services** – Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, traffic control and juvenile issues.
 - **Animal Control** – The Animal Control Officer is responsible for the enforcement of federal and state statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and police officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the River Road Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control and inspections of animal kennels, shelters and barns.

POLICE DEPARTMENT

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

Special Services Division

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

POLICE DEPARTMENT

Emergency Management

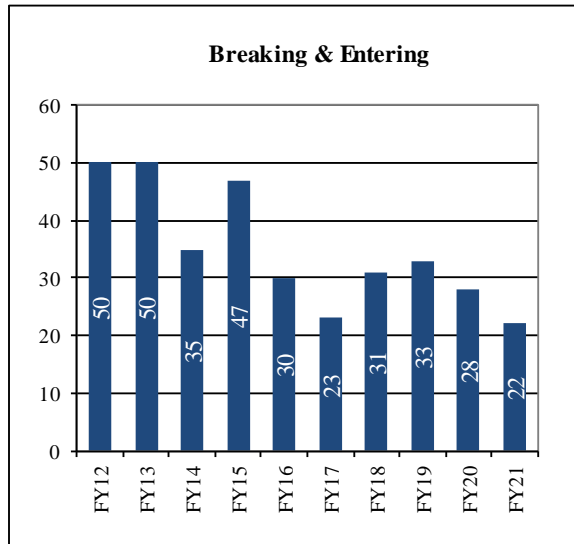
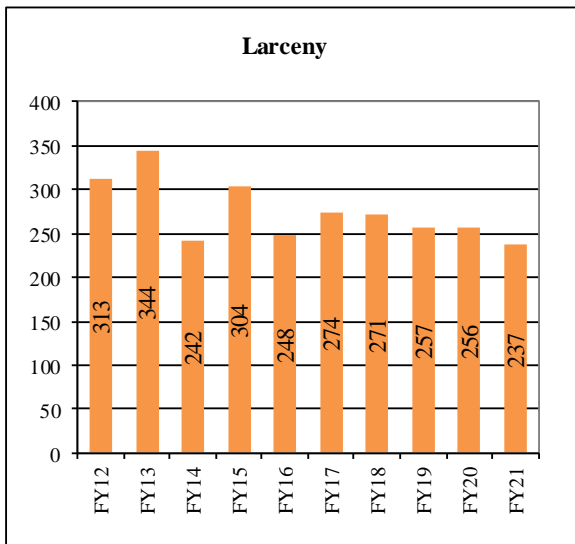
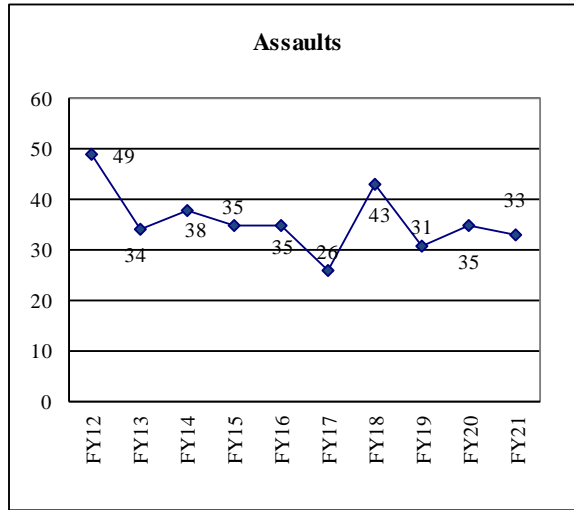
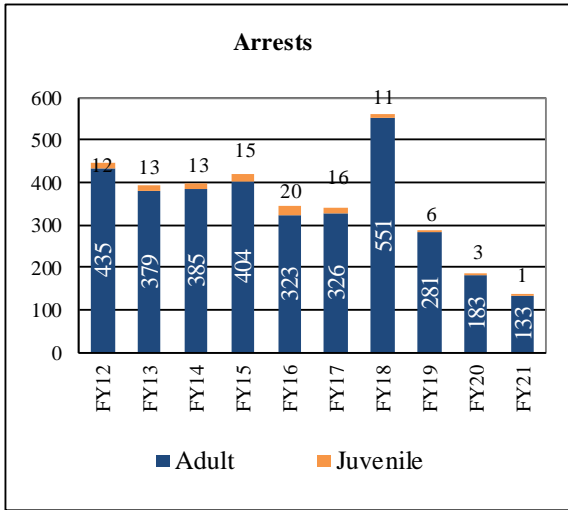
The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case centralized Massachusetts Emergency Management Agency (M.E.M.A.) coordination maximizes available resources used. The Chief of Police is the Emergency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

FY2023 Objectives

- To continue to protect the rights and dignity of all persons as provided by law and under the Constitutions of the United States and the Commonwealth of Massachusetts.
- To continue to instill confidence in the community we serve by maintaining a high degree of professionalism, integrity, impartiality, high ethical standards, dedication and expertise in the delivery of our services.
- ◆ To continue to facilitate a proper response to all calls for service from the community and provide outstanding police services.
- To develop and maintain programs aimed at crime prevention.
- To provide enforcement measures against established criminal activities.
- To maintain our current, and expand community policing programs and community support services for community members suffering from addiction and mental illness within Andover.
- Hire and train recruits to ensure the department is at 100% strength to serve the community effectively.
- Continue to assist in implementing the downtown parking program to ensure safe and effective traffic movement in the business district.

POLICE DEPARTMENT

POLICE PERFORMANCE STATISTICS



POLICE DEPARTMENT

POLICE DEPARTMENT	FTE FY2020	FTE FY2021	FTE FY2022	REQ FY2023	TMREC FY2023	TMREC FY2023
Chief of Police	1.0	1.0	1.0	1.0	1.0	205,844
Lieutenant	6.0	6.0	6.0	6.0	6.0	879,936
Sergeant	8.0	8.0	8.0	8.0	8.0	941,059
Patrol Officers * #	37.0	37.0	37.0	37.0	37.0	3,223,708
School Patrol Officer	1.0	1.0	1.0	1.0	1.0	73,979
Less Andover School Contribution						(51,216)
Office Assistant II	1.0	1.0	1.0	1.0	1.0	78,664
Office Assistant III	1.0	1.0	1.0	1.0	1.0	67,788
Executive Assistant	1.0	1.0	1.0	1.0	1.0	60,334
Records Clerk	2.0	2.0	2.0	2.0	2.0	126,435
Community Support Coordinator (FY23 Moved to Comm Serv)	1.0	1.0	1.0			
Public Safety Network Administrator (1)		1.0	1.0	1.0	1.0	118,821
Unclassified						216,540
	59.0	60.0	60.0	59.0	59.0	5,941,892
<u>Part-Time</u>						
Reserve Officers						5,000
Matrons						1,000
	0.0	0.0	0.0	0.0	0.0	6,000
<u>CENTRAL DISPATCHING</u>						
Dispatch Supervisor (D2)	1.0	1.0	1.0	1.0	1.0	75,753
Dispatcher (D1)	10.0	10.0	10.0	10.0	10.0	673,718
Reserve Dispatchers						45,000
Note: Dispatcher Wages at FY19 Rates	11.0	11.0	11.0	11.0	11.0	794,471
<u>ANIMAL CONTROL</u>						
Animal Control Officer (I-16)	1.0	1.0	1.0	1.0	1.0	62,673
	1.0	1.0	1.0	1.0	1.0	62,673
<u>PARKING CONTROL</u>						
Parking Control Supervisor (I-14)	1.0	1.0	1.0	1.0	1.0	69,777
Parking Control Assistant (I-10)	0.5	0.5	0.5	0.5	0.5	24,413
	1.5	1.5	1.5	1.5	1.5	94,190
GRAND TOTAL	72.5	73.5	73.5	72.5	72.5	6,899,226
Notes: *39 positions authorized, 38 funded						
# One Patrol Officer funded partially by Greater Lawrence Technical High School						
(1) - Transfer from IT						

POLICE DEPARTMENT

POLICE DEPARTMENT		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012101	POLICE DEPT SALARIES					
	5110 REG WAGES	\$5,401,246	\$5,414,476	\$5,902,863	\$5,941,892	\$5,941,892
	5111 ILD INJURED ON DUTY	\$296,475	\$317,500	\$0	\$0	\$0
	5123 MISC OT	\$894,738	\$1,148,704	\$960,000	\$1,000,000	\$960,000
	5125 COURT DUTY	\$45,810	\$17,297	\$75,000	\$75,000	\$75,000
	5127 INVESTIGATIONS	\$110,547	\$103,410	\$50,000	\$50,000	\$50,000
	5130 PART TIME	\$2,454	\$5,627	\$6,000	\$6,000	\$6,000
	5187 RETRO WAGES	\$47,667	\$40,926	\$0	\$0	\$0
	SUBTOTAL	\$6,798,937	\$7,047,940	\$6,993,863	\$7,072,892	\$7,032,892
012102	POLICE DEPT EXPENSES					
	5211 ELECTRIC	\$81,587	\$78,388	\$85,000	\$85,000	\$85,000
	5213 NATURAL GAS/OIL	\$45,000	\$42,361	\$50,000	\$50,000	\$50,000
	5220 TELEPHONE	\$68,380	\$71,934	\$30,000	\$40,000	\$30,000
	5225 POSTAGE	\$3,614	\$803	\$5,000	\$5,000	\$5,000
	5270 PRINTING	\$380	\$158	\$0	\$0	\$0
	5285 REP/OTHER EQUIP	\$110,736	\$122,782	\$135,000	\$135,000	\$135,000
	5287 REPAIRS/RADIO EQUIP	\$48,657	\$91,022	\$75,000	\$75,000	\$75,000
	5291 EQUIPMENT RENTAL	\$28,033	\$31,866	\$35,000	\$35,000	\$35,000
	5294 CLOTHING ALLOWANCE	\$77,367	\$68,387	\$76,000	\$76,000	\$76,000
	5295 OTHR SVCS	\$33,933	\$21,461	\$50,000	\$50,000	\$50,000
	5296 MEDICAL EXPENSES	\$112,250	\$101,129	\$32,000	\$32,000	\$32,000
	5310 OFFICE SUPPLIES	\$6,294	\$6,264	\$10,000	\$9,000	\$9,000
	5350 OPERATING SUPPLIES	\$27,307	\$34,249	\$75,000	\$72,018	\$72,018
	5355 AUTOMOTIVE FUEL	\$60,560	\$53,728	\$85,000	\$80,000	\$80,000
	5395 OTHER COMMODITIES	\$31,616	\$70,715	\$60,000	\$60,000	\$60,000
	5410 MACHINERY/EQUIPMENT	\$11,601	\$12,364	\$47,000	\$47,000	\$47,000
	5504 TECHNOLOGY	\$1,060	\$13,472	\$0	\$0	\$0
	5710 TRAVEL	\$3,086	\$570	\$6,000	\$6,000	\$6,000
	5716 ACADEMY TRAINING	\$9,171	\$6,000	\$8,000	\$8,000	\$8,000
	5715 PROFESSIONAL DEV	\$33,991	\$25,409	\$20,000	\$25,000	\$25,000
	5730 DUES/SUBSCRIPTIONS	\$25,209	\$25,253	\$23,000	\$23,000	\$23,000
	5799 OFFICE FURNITURE	\$2,544	\$0	\$0	\$0	\$0
	SUBTOTAL	\$822,376	\$878,315	\$907,000	\$913,018	\$903,018
012101	POLICE DEPT SALARIES					
	5811 FROM SALE OF SERVICE	\$ (60,483)	\$ (67,739)	\$ (60,000)	\$ (60,000)	\$ (60,000)
	5831 FROM RESERVE FUNDS	\$ -	\$ (65,447)	\$ -	\$ -	\$ -
	SUBTOTAL	\$ (60,483)	\$ (133,186)	\$ (60,000)	\$ (60,000)	\$ (60,000)
	TOTAL POLICE DEPARTMENT	\$7,560,830	\$7,793,069	\$7,840,863	\$7,925,910	\$7,875,910

POLICE DEPARTMENT

POLICE CENTRAL DISPATCH		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012151	CENTRAL DISPATCH SALARIES					
	5110 REG WAGES	\$678,824	\$682,720	\$765,561	\$749,471	\$749,471
	5123 MISC OT	\$101,046	\$115,593	\$112,000	\$120,000	\$120,000
	5130 PART TIME	<u>\$34,890</u>	<u>\$24,279</u>	<u>\$45,000</u>	<u>\$45,000</u>	<u>\$45,000</u>
	SUBTOTAL	\$814,760	\$822,592	\$922,561	\$914,471	\$914,471
012152	CENTRAL DISPATCH EXPENSES					
	5285 REP/OTHER EQUIP	\$0	\$0	\$2,500	\$2,500	\$2,500
	5287 REPAIRS/RADIO EQUIP	\$4,183	\$0	\$6,000	\$6,000	\$6,000
	5291 EQUIPMENT RENTAL	\$2,828	\$2,828	\$3,000	\$3,000	\$3,000
	5294 CLOTHING ALLOWANCE	\$6,910	\$6,645	\$5,500	\$5,500	\$5,500
	5310 OFFICE SUPPLIES	\$402	\$499	\$500	\$500	\$500
	5350 OPERATING SUPPLIES	\$286	\$245	\$5,000	\$5,000	\$5,000
	5420 OFFICE EQUIPMENT	\$356	\$1,136	\$2,000	\$2,000	\$2,000
	5710 TRAVEL	\$0	\$0	\$0	\$0	\$0
	5715 PROFESSIONAL DEVELOPMENT	\$1,645	\$1,442	\$4,500	\$4,500	\$4,500
	5799 OFFICE FURNITURE	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	<u>\$16,610</u>	<u>\$12,795</u>	<u>\$29,000</u>	<u>\$29,000</u>	<u>\$29,000</u>
	TOTAL POLICE CENTRAL DISPATCH	\$831,370	\$835,387	\$951,561	\$943,471	\$943,471

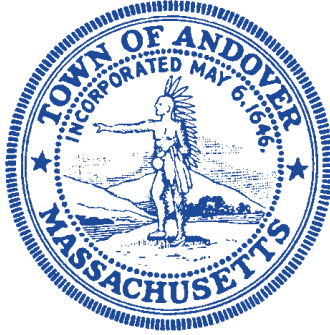
POLICE ANIMAL CONTROL		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012161	POLICE ANIMAL CONTROL SALARIES					
	5110 REG WAGES	\$72,419	\$79,742	\$66,305	\$62,673	\$62,673
	5120 OVERTIME	\$8,110	\$4,034	\$10,000	\$10,000	\$10,000
	5187 RETRO WAGES	<u>\$484</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$81,013	\$83,776	\$76,305	\$72,673	\$72,673
012162	POLICE ANIMAL CONTROL EXPENSES					
	5294 CLOTHING ALLOWANCE	\$1,212	\$1,907	\$1,000	\$1,000	\$1,000
	5295 OTHER SERV	\$2,110	\$3,074	\$5,000	\$5,000	\$5,000
	5310 OFFICE SUPPLIES	\$0	\$0	\$300	\$300	\$300
	5350 OPERATING SUPPLIES	\$215	\$599	\$1,000	\$1,000	\$1,000
	SUBTOTAL	<u>\$3,537</u>	<u>\$5,580</u>	<u>\$7,300</u>	<u>\$7,300</u>	<u>\$7,300</u>
	TOTAL POLICE ANIMAL CONTROL	\$84,550	\$89,356	\$83,605	\$79,973	\$79,973

POLICE DEPARTMENT

POLICE EMERGENCY PREPAREDNESS		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012171	EMERGENCY PREP SALARIES					
	5130 PART TIME	\$1,498	\$1,519	\$1,500	\$1,500	\$1,500
	SUBTOTAL	\$1,498	\$1,519	\$1,500	\$1,500	\$1,500
012172	POLICE - EMERGENCY PREP EXPENSES					
	5220 TELEPHONE	\$700	\$700	\$700	\$700	\$700
	5310 OFFICE SUPPLIES	\$0	\$0	\$300	\$300	\$300
	5350 OPERATING SUPPLIES	\$0	\$0	\$2,500	\$2,500	\$2,500
	5360 REPAIR PARTS/EQUIP	\$16,959	\$16,959	\$17,000	\$18,500	\$18,500
	SUBTOTAL	\$17,659	\$17,659	\$20,500	\$22,000	\$22,000
	TOTAL POLICE EMERGENCY PREP	\$19,157	\$19,178	\$22,000	\$23,500	\$23,500

POLICE PARKING CONTROL		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012181	PARKING CONTROL SALARIES					
	5110 REG WAGES	\$67,033	\$68,503	\$69,777	\$69,777	\$69,777
	5120 OVERTIME	\$2,105	\$210	\$1,236	\$1,236	\$1,236
	5130 PART TIME	\$23,620	\$27,259	\$25,447	\$24,413	\$24,413
	5187 RETRO WAGES	\$539	\$0	\$0	\$0	\$0
	SUBTOTAL	\$93,297	\$95,972	\$96,460	\$95,426	\$95,426
012182	PARKING CONTROL EXPENSES					
	5294 CLOTHING ALLOWANCE	\$1,347	\$996	\$1,500	\$2,000	\$2,000
	5310 OFFICE SUPPLIES	\$3,013	\$5,806	\$20,000	\$20,000	\$20,000
	5350 OPERATING SUPPLIES	\$40,889	\$45,352	\$34,000	\$35,000	\$35,000
	SUBTOTAL	\$45,249	\$52,154	\$55,500	\$57,000	\$57,000
012181	PARKING CONTROL SALARIES					
	5831 FROM RESERVE FUNDS	\$ (87,883)	\$ (94,209)	\$ (96,460)	\$ (95,426)	\$ (95,426)
	SUBTOTAL	\$ (87,883)	\$ (94,209)	\$ (96,460)	\$ (95,426)	\$ (95,426)
012182	PARKING CONTROL EXPENSES					
	5831 FROM RESERVE FUNDS	\$ (51,000)	\$ (51,000)	\$ (55,500)	\$ (57,000)	\$ (57,000)
	SUBTOTAL	\$ (51,000)	\$ (51,000)	\$ (55,500)	\$ (57,000)	\$ (57,000)
	TOTAL PARKING CONTROL	\$ (337)	\$ 2,917	\$ -	\$ -	\$ -

FIRE RESCUE



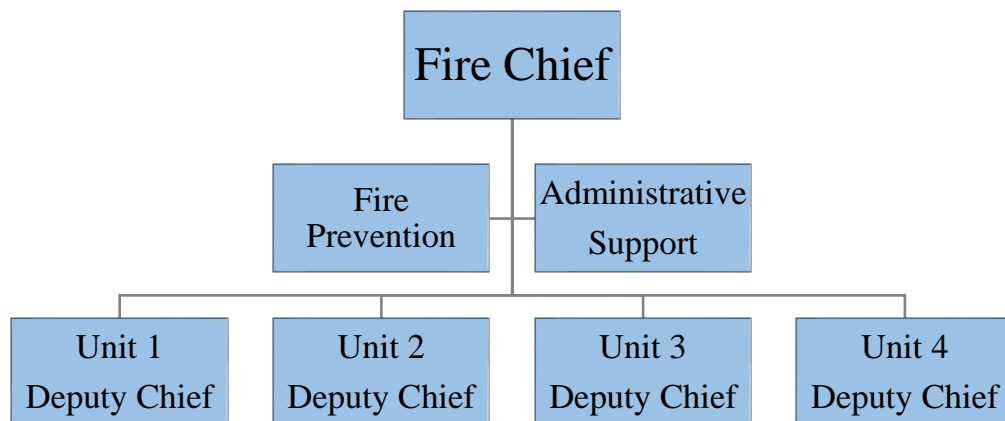
Mission Statement

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

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

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

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



FIRE RESCUE

Department Description

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

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

The Emergency Medical Services Division provides emergency medical service for those requiring Basic Life Support and assists the fire suppression division when necessary. The ambulance personnel also respond to fire alarms and other non-medical emergencies to provide medical assistance to both civilian and emergency personnel. Residents and non-residents are billed for the ambulance service through the utilization of a third-party insurance billing agency. The personnel also collaborate with the paramedic units that respond into our community to provide an elevated level of patient care when required.

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

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

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

The Maintenance Division personnel in conjunction with Municipal Services Department personnel are supervised by the Andover Fire Rescue Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for 16 vehicles and scores of hydraulic, pneumatic, electric and gas powered hand tools. This program is in place to ensure effective and economical operation of all motorized equipment. Duties include: preventive maintenance checks for all engine and ladder companies; the testing of all fire apparatus annually in accordance with N.F.P.A. standards; annual certification of all S.C.B.A. cylinders in accordance with factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24 hour emergency on-call service by vehicle maintenance for all Fire Rescue equipment; and also assists in the development of fire apparatus and emergency equipment specifications. These personnel are Emergency Vehicle Technician (EVT) certified.

The Fire Investigation Unit is coordinated by an Andover Fire Rescue Deputy Fire Chief who responds to all incidents that are suspicious in nature. Our investigator works closely with the State Fire Marshal's Office investigators from the Massachusetts State Police who are assigned to the fire investigation team. All personnel work with federal, state and local law enforcement agencies as well as insurance investigators to identify the cause and

FIRE RESCUE

origin of all fires. When necessary, investigations are followed up through the utilization of the judicial system, resulting in legal process. This unit also deals closely with the Juvenile Fire Setter Program sponsored by the Commonwealth of Massachusetts to address the concerns and treatment of juvenile fire setters.

Vision Statement

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

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

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

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

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

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

FY2023 Objectives

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

- Begin construction of the emergency access road to the Merrimack River for rescue purposes.
- Collaborate with Municipal Services to complete the rehabilitation of the office area at the West Fire Station.
- Installation of audio visual and television broadcasting equipment in the training classroom at the Ballardvale Fire Station for full functionality.
- Collaborate with Facilities staff to complete several rehabilitation projects at the Headquarters Fire Station such as replacing the curbing and sidewalks along the parking lot.
- Initiate plans with stakeholders to develop a firefighter's memorial at the intersection of Clark Road and Andover Street.

FIRE RESCUE

- **Personnel** – Analyze staffing needed for positions both staff and fire rescue, through the reorganization of Andover Fire Rescue to ensure safe staffing levels on all organizational levels.
- Increase staffing by one (1) employee to create a full-time Training Officers position.
- Analyze methods of which to retain all current personnel and staffing.
- Hire up to four new personnel for positions that are vacant through attrition..
- Continue to utilize new employee evaluation and skills programs.
- Provide educational opportunities to all personnel seeking professional development.
- Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education opportunities.
- Continue to advocate for the funding to staff the Ladder Aide position full time on Ladder 1.

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

- Continue to streamline permitting process through the utilization of new computer software and the implementation of new inspection strategies.
- Continue to develop public education programs with the local media to include print, radio, roll and social.
- Increase pre-incident planning that includes the use of information technology and GIS systems.
- Maintain and increase station open houses and safety house activities.
- Deliver risk prevention education programming within the schools.
- Develop and implement programming for target groups such as the elderly and adolescents.
- Continue to apply and receive grant funding for fire prevention and injury risk program delivery.

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

- Continue to enhance relationships with DFS to establish representation on all statewide training initiatives.
- Maintain annual training programs for all Andover Fire Rescue personnel to include active shooter response, Incident Command System, basic firefighting training, hazardous materials response training and swift water/boat rescue training and technical rescue.
- Continue the implementation of the probationary firefighter progress review program.
- Continue to promote Andover as a location to sponsor fire, rescue, and EMS training deliveries for the Merrimack Valley region.
- Utilization of the training classroom at the Ballardvale Fire Station as a secondary site for delivery of educational programming.

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

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

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

- Continue to pursue the replacement of all portable radios to allow for seamless emergency communications with every community Andover Fire Rescue responds to.
- Implement a voluntary wellness and physical fitness program.
- Perform annual flow testing on all Self Contained Breathing Apparatus and hydrostatic testing on all SCBA cylinders and compressor air quality testing.
- Maintain annual testing on all ladders, aerials, pumps, and hose to assure NFPA compliance.
- Maintain labor/management safety committee dialogue.
- Provide for individual fit testing annually.
- Address any safety deficiencies that exist immediately.
- Maintain a personal protective clothing program which replaces 20% of all safety garments annually.
- **Apparatus** – A planned and maintained schedule for the funding, acquisition, and replacement of all Andover Fire Rescue emergency and support vehicles.

FIRE RESCUE

- Maintain capital replacement program for all apparatus and staff vehicles.
- Continue to work with the vehicle maintenance staff to ensure the safety and performance of all apparatus and equipment.
- Maintain the existing preventive maintenance programs currently in place.
- Investigate additional revenue streams that include the servicing of non-department apparatus.

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

- Continue to provide quality patient care to all citizens within the Town of Andover and meet response time requirements as set forth by the NFPA and AHA.
- Continue with the customer service survey program.
- Sustain EMS Quality Assurance and Training program.
- Investigate additional EMS revenue streams to include the introduction of ALS and non-emergent in home patient care in conjunction with our affiliate hospital.
- Continue to implement EMS Standard Operating Guidelines.
- Continue to provide increased EMS coverage for large scale events.

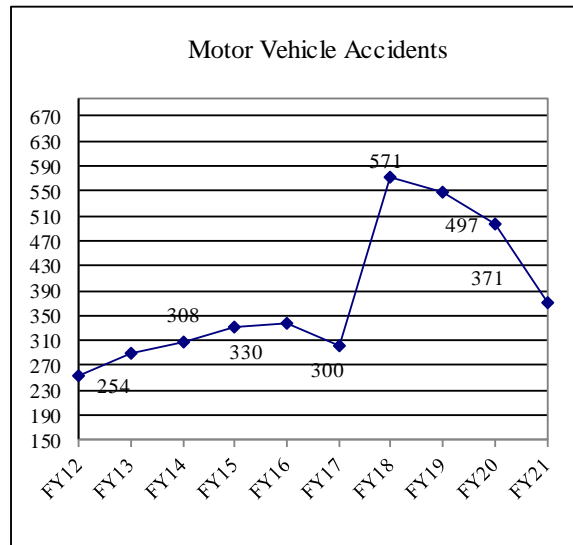
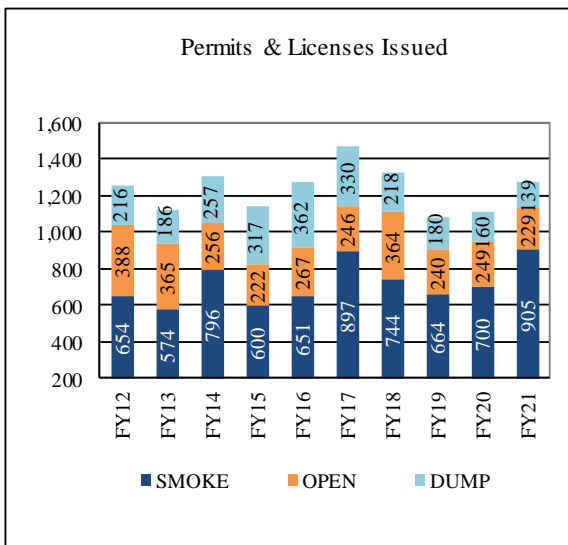
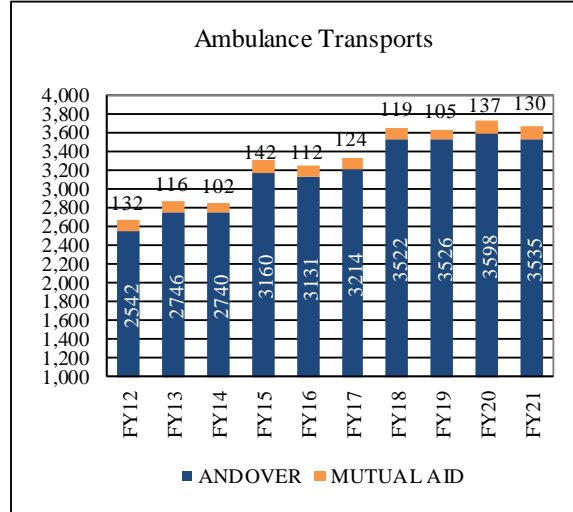
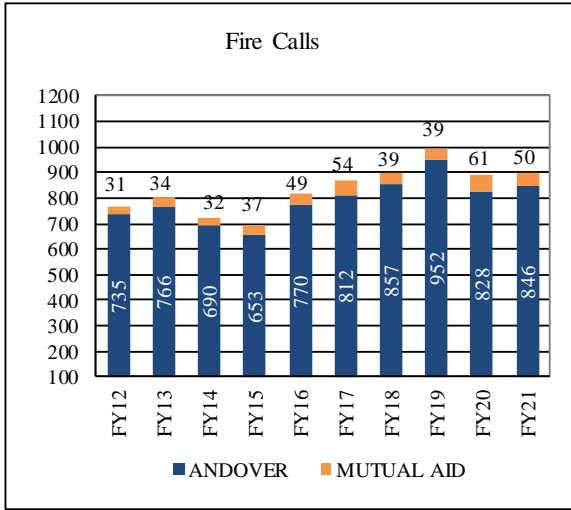
Water Supply – Continue with the plan which will increase the capability and reliability of the current water supply system in an effort to reduce potential fire loss within the community.

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

	FTE	FTE	FTE	REQ	TMREC	TMREC
	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2023</u>	<u>FY2023</u>
FIRE-RESCUE						
Fire Chief	1.0	1.0	1.0	1.0	1.0	187,174
Executive Secretary	1.0	1.0	1.0	1.0	1.0	76,678
Office Assistant II	1.0	1.0	1.0	1.0	1.0	62,494
Deputy Chief	4.0	4.0	4.0	4.0	4.0	564,899
Lieutenant	13.0	13.0	13.0	13.0	13.0	1,450,539
Firefighter	52.0	52.0	52.0	52.0	52.0	4,395,097
Unclassified						199,817
GRAND TOTAL	72.0	72.0	72.0	72.0	72.0	6,936,698

FIRE RESCUE

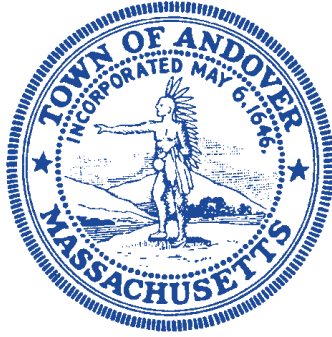
FIRE RESCUE PERFORMANCE STATISTICS



FIRE RESCUE

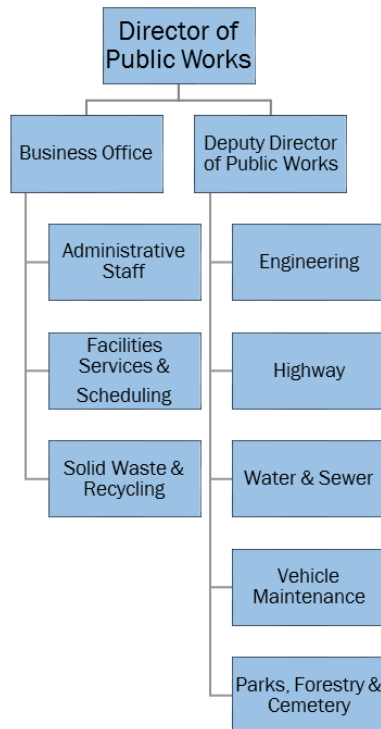
FIRE RESCUE DEPARTMENT		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012201	FIRE RESCUE SALARIES					
	5110 REG WAGES	\$6,269,712	\$6,495,184	\$6,978,347	\$6,936,698	\$6,936,698
	NEW TRAINING LT	\$0	\$0	\$0	\$124,564	\$0
	5111 ILD INJURED ON DUTY	\$368,399	\$293,153	\$0	\$0	\$0
	5123 OVERTIME	\$1,198,123	\$1,315,273	\$1,250,000	\$1,330,000	\$1,250,000
	5151 LADDER AIDE OVERTIME	\$415,604	\$482,688	\$400,000	\$450,000	\$425,000
	5187 RETRO WAGES	\$766	\$0	\$0	\$0	\$0
	SUBTOTAL	\$8,252,604	\$8,586,298	\$8,628,347	\$8,841,262	\$8,611,698
012202	FIRE RESCUE EXPENSES					
	5211 ELECTRIC	\$11,117	\$13,598	\$28,000	\$35,000	\$35,000
	5213 NATURAL GAS /OIL	\$10,709	\$9,814	\$20,000	\$20,000	\$20,000
	5220 TELEPHONE	\$14,577	\$14,722	\$15,000	\$12,500	\$12,500
	5271 CREDIT CARD FEES	\$81	\$65	\$150	\$150	\$150
	5281 REPAIRS/BUILDING	\$2,509	\$1,852	\$2,500	\$2,500	\$2,500
	5285 REP/OTHER EQUIP	\$31,372	\$32,276	\$33,000	\$34,000	\$34,000
	5287 REPAIRS/RADIO EQUIP	\$10,081	\$12,242	\$18,000	\$18,000	\$18,000
	5294 CLOTHING ALLOWANCE	\$78,090	\$85,651	\$85,900	\$89,000	\$89,000
	529501 PROTECTIVE CLOTHING	\$63,597	\$48,859	\$52,000	\$52,000	\$52,000
	529502 TRAINING	\$16,338	\$33,929	\$25,000	\$30,000	\$30,000
	529503 AMBULANCE BILLING FEES	\$45,853	\$49,071	\$54,000	\$54,000	\$54,000
	5296 MEDICAL EXPENSES	\$57,036	\$107,192	\$30,000	\$50,000	\$50,000
	5310 OFFICE SUPPLIES	\$5,981	\$6,188	\$6,000	\$6,000	\$6,000
	5330 SUPPLIES/BUILDING	\$9,554	\$13,198	\$12,000	\$13,000	\$13,000
	5350 SUPPLIES/EQUIPMENT	\$41,175	\$47,969	\$50,000	\$50,000	\$50,000
	5355 AUTOMOTIVE FUEL	\$50,473	\$43,825	\$55,000	\$60,000	\$60,000
	5360 REP/PARTS/EQUIP	\$0	\$5,127	\$4,500	\$4,500	\$4,500
	5393 SUPPLIES FIREFIGHTING	\$20,112	\$45,542	\$44,600	\$45,500	\$45,500
	5430 OTHER EQUIPMENT	\$3,838	\$8,769	\$7,000	\$7,000	\$7,000
	5504 TECHNOLOGY	\$0	\$11,580	\$6,000	\$6,000	\$6,000
	5720 TRAVEL/OUT	\$145	\$0	\$6,000	\$6,000	\$6,000
	5730 DUES/SUBSCRIPTIONS	\$16,887	\$15,377	\$16,900	\$16,900	\$16,900
	5980 TOWN SHARE OF GRANT	\$0	\$33,655	\$0	\$0	\$0
	SUBTOTAL	\$489,525	\$640,501	\$571,550	\$612,050	\$612,050
012201	FIRE RESCUE SALARIES					
	5811 FROM SALE OF SERVICE	\$(1,379,611)	\$(1,303,192)	\$(1,250,000)	\$(1,250,000)	\$(1,300,000)
	SUBTOTAL	\$(1,379,611)	\$(1,303,192)	\$(1,250,000)	\$(1,250,000)	\$(1,300,000)
	TOTAL FIRE RESCUE DEPARTMENT	\$7,362,518	\$7,923,607	\$7,949,897	\$8,203,312	\$7,923,748

DEPARTMENT OF PUBLIC WORKS



Mission Statement

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



DEPARTMENT OF PUBLIC WORKS

Department Description

The Administration/Business Office oversees the operations of finances for Public Works and Facilities departments and their various divisions. The Business Office staff coordinates the department's activities, develops and monitors the annual budget, assists in Capital Improvement Program development, accounts payable, financial analysis, prepares personnel and payroll records, coordinates the hiring of new employees, manages labor agreement issues, develops and implements departmental policies, coordinates the administrative support for all divisions, and handles all public inquiries. The Business Office staff are also responsible for administrative support for the following: major construction and capital improvement projects, the work control center function which includes the computerized work order system, all vehicle maintenance tracking, Town and School access control security systems, the central vehicle fuel depot (which utilizes a computerized access and tracking system) utility and fuel contracts for all Town & School accounts., purchasing and inventory management for all materials, the Bald Hill leaf composting finances including permit sales and customer interface. This division also schedules the use and rental of all School buildings, Town and School fields and the Town House function hall to non-profit groups, private organizations, individuals and Town and School activities.

The Engineering Division provides project planning, "problem" study, and resolution. The division oversees most public works related construction whether conducted by the Town or by contractor to ensure compliance with project plans and Town standards. Oversees and inspects all new development and redevelopment construction projects to ensure compliance with Town standards. Engineering also reviews all street openings and maintains liaison with State and area municipal Public Works departments on joint projects. The division handles citizen requests for information and provides engineering assistance to other Town departments and divisions such as Water, Sewer, Highway, Forestry, and Community Development and Planning. Maintenance of portions of the Town wide GIS system and coordination of the implementation activities of the Town's Stormwater Management Program, which is necessary to comply with the Federal NPDES Phase II Storm Water Regulations, are also done by the division. Engineering also coordinates and oversees all private utility work performed in Town such as Gas, Electric, and Communications.

The Highway Division is responsible for maintenance and construction of all the roadways (including curbs), sidewalks, guardrails, storm drains, culverts and catch basin structures. The Highway Division is also responsible for all street sign installations and repairs, and for all required street/parking lot markings. Additionally, the Highway Division provides snow and ice maintenance services by plowing or treating during hazardous winter weather events. The Highway Division provides these services to Town-owned roadways, sidewalks and parking lots.

The Parks & Grounds, Forestry and Cemetery Divisions:

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

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

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

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

The Solid Waste/Recycling Division is responsible for managing the Town's Solid Waste and Recycling contracts, which include the curbside collection of rubbish, leaves, and recyclables including mixed residential paper, #1 thru #5 and #7 plastics, corrugated cardboard, aluminum, glass, and steel/tin containers. The Town's rubbish is brought to the Covanta waste-to-energy facility in Haverhill. The division also manages the drop off collections for household hazardous waste (HHW) and the CRT/Electronic recycling events. More detailed information is available in the "Recycling and Trash Guide for Residents".

DEPARTMENT OF PUBLIC WORKS

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

The Water Treatment Division is responsible for treatment, pumping, and storage of the Town's drinking water. The Water Treatment Plant provides drinking water which meets or exceeds all state and federal requirements, and in an amount that meets the demand of its residents, visitors, and the businesses community. As part of the Division's commitment to deliver water of the highest quality, water parameters are monitored around the clock at the Water Treatment Plant. Additionally, Division employees routinely sample water in the distribution system, including inside of some homes, in order to ensure compliance with the many laws regulating drinking water quality. The Division is also responsible for source water protection, including in and around the Haggetts Pond Drinking Water Reservoir, to prevent pollution and ensure that the reservoir remains a suitable source for drinking water for years to come.

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

FY2023 Objectives

Administration/Business Office

- Continue updating the long- and short-range plans for the department.
- Maintain and improve relationships with the Community.
- Insure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- Sustain the existing level of services within the limits Proposition 2-1/2 and other budgetary constraints.
- Deploy upgrade of the CMMS, Computerized Management Maintenance System (citizen request module, work order generation and asset management).
- Implement planned capital projects
- Support the Town and School energy conservation program.
- Promote the Town House function facility to increase rental activity.
- Work with Town and Youth Sports Groups to best utilize the Town fields.
- Review policies, procedures and fee schedules to optimize efficiencies and increase revenues.
-

Engineering

- To provide survey, design, and construction inspection for water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to insure compliance with Town and safety standards.
- Provide engineering assistance for the annual road maintenance and reconstruction/resurfacing program.
- Provide quality engineering assistance to other Town agencies and the public.
- Provide review and oversight of all private utility projects within the Town Right-of-Way to ensure protection of existing Town owned infrastructure as well as future needs.
- Coordinate the implementation of the town-wide Storm water Management Program in order to comply with the requirements of the new Federal NDPES Phase II Storm water regulations.
- Ensure that all development and redevelopment projects are designed and constructed to meet Town standards.
- Support and encourage professional growth and development of all team members.

DEPARTMENT OF PUBLIC WORKS

Highway

- Maintain and improve the transportation quality of the Town's roads and sidewalks as funds allow.
- Insure that the Town's drainage system meets the requirements under Town's MS4 permit, as it relates to regulated discharges into Waters of the United States.
- Maintain signs and pavement markings on Town roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- Improve handicap accessibility of Town sidewalks.
- Oversee the Town of Andover's Road and Sidewalk Restoration and Improvement plan.
- Continue implementation of DLA (Direct Liquid Application) treatment system for use during snow and ice operations.
- Continue deployment of GPS tracking capabilities during snow and ice operations for all Town and contractor vehicles.
- Implement ground speed spreader controls across the Town's snow and ice fleet.
- Assist Engineering Division in the development of an updated Sidewalk Master Program.

Parks, Grounds, Forestry and Cemetery

- Implement Forestry management best practices.
- Continue to increase the downtown beautification project.
- Implement planned field improvement projects.
- Implement/support planned capital projects.
- Continue the Street Tree Replanting program.
- Provide support for the major construction projects.
- Explore school and town field maintenance improvements.
- Continue support to the Bald Hill composting and brush grinding programs.

Sewer

- Greater Lawrence Sanitary District (GLSD) will be completing the generator project.
- Maintain the integrity of the existing collection system.
- Implement an operational maintenance plan associated with the eleven sewer pumping stations.
- Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- Andover completed its sanitary sewer survey and submitted its Infiltration/Inflow Analysis – Flow monitoring Summary Report to the MassDEP. Public Works continues inspecting the system and continues its 17-year implementation plan, with work in 2022.

Solid Waste

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

Vehicle Maintenance

- Provide support to CIP vehicle purchases for all departments.
- Provide support to Highway snow removal operations.
- Continue to maintain over 250 vehicles/pieces of Town owned equipment

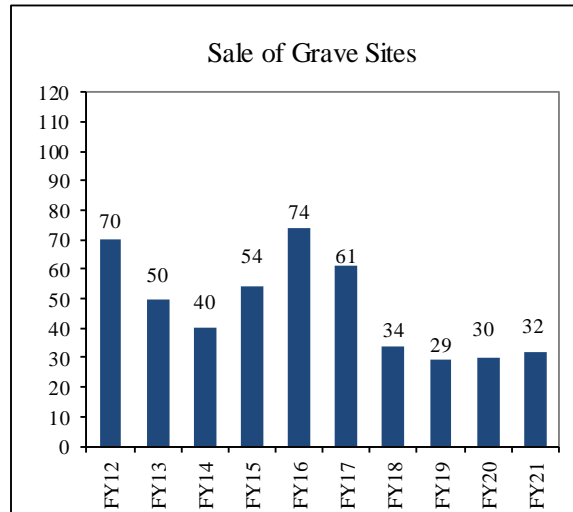
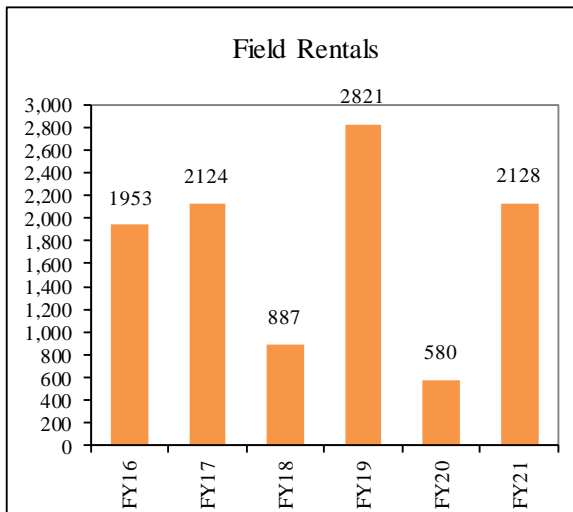
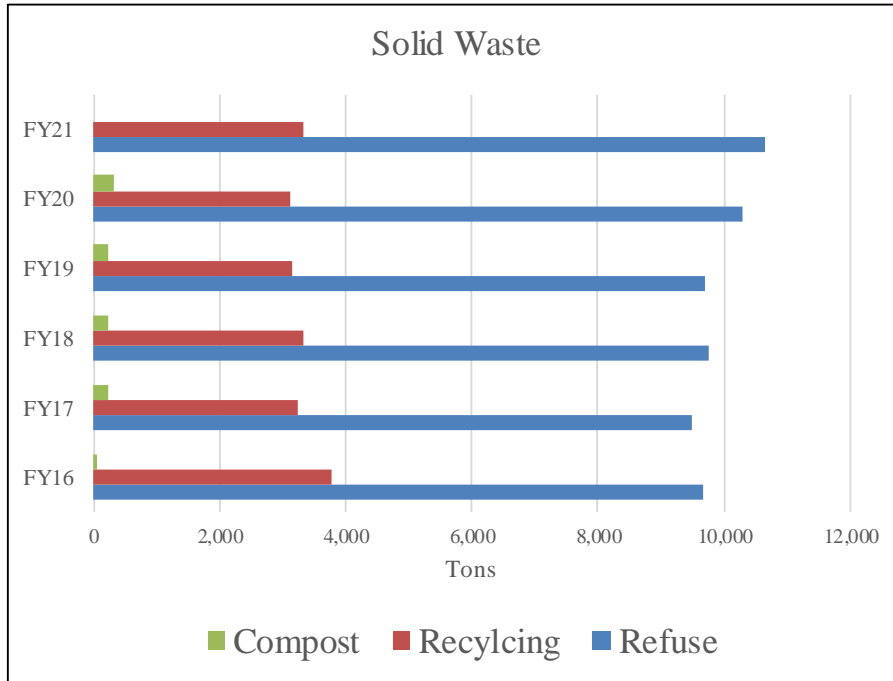
DEPARTMENT OF PUBLIC WORKS

Water

- To provide the highest quality drinking water that meets or exceeds all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- Perform town wide sample collection and testing for compliance with EPA annual semi-lead and copper program.
- Explore large water meter/commercial account expansion.
- Implement conservation activities and source water protection plans.
- Continue the water main flushing program. which is conducted during the day or night dependent upon when homeowners and businesses are least affected. The program will also continue to be done by zones to maximize cleaning while minimizing disruption to the system.
- Continue with the water main replacement program which primarily targets the elimination of unlined cast iron mains along with mains prone to breaks.
- Finalize upgrade of electrical feeders and sub-stations at WTP.
- Commission new generator at WTP.
- Replace GAC in filter units at WTP.
- Continue water service inventory, inspection, and enhanced lead service line replacement program.
- Begin construction of WTP SCADA system upgrade.
- Finalize design for Shawsheen Pump Station Upgrade
- Finalize design for Fish Brook Station Upgrade

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS PERFORMANCE STATISTICS



DEPARTMENT OF PUBLIC WORKS

	<u>FTE</u> <u>FY2020</u>	<u>FTE</u> <u>FY2021</u>	<u>FTE</u> <u>FY2022</u>	<u>REQ</u> <u>FY2023</u>	<u>TMREC</u> <u>FY2023</u>	<u>TMREC</u> <u>FY2023</u>
PUBLIC WORKS						
<u>DPW ADMINISTRATION</u>						
Director of Public Works	1.0	1.0	1.0	1.0	1.0	158,332
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	70,085
Unclassified						14,090
	2.0	2.0	2.0	2.0	2.0	242,507
<u>DPW/FACILITIES BUSINESS OFFICE</u>						
Business Manager	1.0	1.0	1.0	1.0	1.0	115,365
Facilities Coordinator	0.5	0.5	0.5	0.5	0.5	35,105
Office Assistant II	1.6	1.6	1.6	2.1	1.6	101,364
	3.1	3.1	3.1	3.6	3.1	251,834
<u>ENGINEERING</u>						
Town Engineer	1.0	1.0	1.0	1.0	1.0	118,820
Asst. Town Engineer	1.0	1.0	1.0	1.0	1.0	100,887
Construction Inspector (Senior Civil Engineer)	1.0	1.0	1.0	1.0	1.0	96,255
	3.0	3.0	3.0	3.0	3.0	315,962
<u>HIGHWAY</u>						
Assistant Director/Superintendent	1.0	1.0	1.0	1.0	1.0	125,223
General Foreman	1.0	1.0	1.0	1.0	1.0	107,101
Working Foreman	1.0	1.0	1.0	1.0	1.0	81,771
Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	63,178
Equipment Operator II	7.0	7.0	7.0	7.0	7.0	430,715
Public Grounds Laborer	4.0	0.5	0.5	0.5	0.5	29,105
Equipment Operator I	4.0	4.0	4.0	4.0	4.0	231,685
	15.0	15.5	15.5	15.5	15.5	1,068,778
<u>FORESTRY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	81,771
Tree Climber	3.0	3.0	3.0	3.0	3.0	183,620
	4.0	4.0	4.0	4.0	4.0	265,391
<u>SPRING GROVE CEMETERY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	82,168
Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	62,310
Laborer II	1.0	1.0	1.0	1.0	1.0	58,456
	3.0	3.0	3.0	3.0	3.0	202,934
<u>PARKS & GROUNDS</u>						
Superintendent	1.0	1.0	1.0	1.0	1.0	115,365
Working Foreman	1.0	1.0	1.0	1.0	1.0	81,771
Equipment Operator II	1.0	1.0	1.0	1.0	1.0	62,112
Public Grounds Laborer	4.0	0.5	0.5	0.5	0.5	29,105
Laborer II	4.0	4.0	4.0	4.0	4.0	231,282
	7.0	7.5	7.5	7.5	7.5	519,635
<u>VEHICLE MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	82,166
Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	76,194
Mechanic	2.0	2.0	2.0	2.0	2.0	134,772
	4.0	4.0	4.0	4.0	4.0	293,132
GEN. FUND TOTAL	41.1	42.1	42.1	42.6	42.1	3,160,173

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS		FY2020	FY2021	FY2022	FY2023
		ACTUAL	ACTUAL	ACTUAL	DEPT REQ
DPW ADMINISTRATION					
	PERSONAL SERVICES	247,111	254,800	246,674	252,507
	OTHER EXPENSES	<u>33,379</u>	<u>8,305</u>	<u>8,700</u>	<u>9,150</u>
	TOTAL DPW ADMINISTRATION	280,490	263,105	255,374	261,657
DPW/FACILITIES BUSINESS OFFICE					
	PERSONAL SERVICES	260,024	263,971	272,922	297,584
	OTHER EXPENSES	<u>9,771</u>	<u>4,305</u>	<u>24,550</u>	<u>27,550</u>
	TOTAL DPW/FACILITIES BUSINESS OFFICE	269,795	268,276	297,472	325,134
DPW ENGINEERING					
	PERSONAL SERVICES	287,096	316,442	322,668	335,962
	OTHER EXPENSES	<u>9,228</u>	<u>133,908</u>	<u>103,050</u>	<u>130,350</u>
	TOTAL ENGINEERING	296,324	450,350	425,718	466,312
DPW HIGHWAY					
	PERSONAL SERVICES	1,145,784	1,130,162	1,227,432	1,236,028
	OTHER EXPENSES	<u>523,717</u>	<u>421,029</u>	<u>523,400</u>	<u>523,400</u>
	TOTAL HIGHWAY	1,669,501	1,551,191	1,750,832	1,759,428
DPW SNOW & ICE					
	PERSONAL SERVICES	322,395	397,314	198,000	198,000
	OTHER EXPENSES	<u>1,032,010</u>	<u>1,387,901</u>	<u>1,049,000</u>	<u>1,049,000</u>
	TOTAL SNOW & ICE	1,354,405	1,785,215	1,247,000	1,247,000
DPW SOLID WASTE					
	PERSONAL SERVICES	8,423	8,933	8,510	9,000
	OTHER EXPENSES	<u>3,092,816</u>	<u>3,210,370</u>	<u>3,454,287</u>	<u>3,493,555</u>
	TOTAL SOLID WASTE	3,101,239	3,219,303	3,462,797	3,502,555
DPW FORESTRY					
	PERSONAL SERVICES	313,561	276,098	302,972	355,391
	OTHER EXPENSES	<u>64,361</u>	<u>50,052</u>	<u>111,150</u>	<u>121,150</u>
	TOTAL FORESTRY	377,922	326,150	414,122	476,541
DPW SPRING GROVE CEMETERY					
	PERSONAL SERVICES	219,137	234,051	232,212	238,434
	OTHER EXPENSES	24,258	41,191	44,645	44,645
	FROM SALE OF SERVICE	<u>(58,964)</u>	<u>-</u>	<u>(60,000)</u>	<u>(60,000)</u>
	TOTAL SPRING GROVE CEMETERY	184,431	275,242	216,857	223,079
DPW PARKS & GROUNDS					
	PERSONAL SERVICES	569,209	586,454	645,725	650,635
	OTHER EXPENSES	<u>137,710</u>	<u>243,363</u>	<u>142,850</u>	<u>157,850</u>
	TOTAL PARKS & GROUNDS	706,919	829,817	788,575	808,485
DPW VEHICLE MAINTENANCE					
	PERSONAL SERVICES	347,163	324,471	357,463	344,632
	OTHER EXPENSES	<u>366,383</u>	<u>450,407</u>	<u>460,200</u>	<u>460,200</u>
	TOTAL VEHICLE MAINTENANCE	713,546	774,878	817,663	804,832
TOTAL DPW					
	SALARIES	3,719,903	3,792,696	3,814,578	3,918,173
	EXPENSES	5,293,633	5,950,831	5,921,832	6,016,850
		9,013,536	9,743,527	9,736,410	9,935,023
	FROM SALE OF SERVICE	<u>(58,964)</u>	<u>-</u>	<u>(60,000)</u>	<u>(60,000)</u>
	TOTAL DPW	8,954,572	9,743,527	9,676,410	9,875,023

DEPARTMENT OF PUBLIC WORKS

DPW ADMINISTRATION		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014211	DPW ADMINISTRATION SALARIES					
	5110 REG WAGES	\$237,547	\$252,009	\$244,174	\$242,507	\$242,507
	5120 OVERTIME	\$3,848	\$2,791	\$2,500	\$10,000	\$2,500
	5130 PART-TIME	\$5,351	\$0	\$0	\$0	\$0
	5187 RETRO WAGES	\$365	\$0	\$0	\$0	\$0
	SUBTOTAL	\$247,111	\$254,800	\$246,674	\$252,507	\$245,007
014212	DPW ADMINISTRATION EXPENSES					
	5294 CLOTHING ALLOWANCE	\$0	\$0	\$150	\$150	\$150
	5255 SOFTWARE SUPPORT	\$480	\$0	\$1,000	\$1,000	\$1,000
	5295 OTHR SVCS	\$0	\$90	\$500	\$500	\$500
	5406 UNIFORMS	\$26,410	\$6,620	\$2,550	\$3,000	\$3,000
	5715 PROFESSIONAL DEVELOPMENT	\$1,960	\$1,595	\$1,000	\$1,000	\$1,000
	5710 TRAVEL	\$4,529	\$0	\$3,500	\$3,500	\$3,500
	SUBTOTAL	\$33,379	\$8,305	\$8,700	\$9,150	\$9,150
	TOTAL DPW ADMINISTRATION	\$280,490	\$263,105	\$255,374	\$261,657	\$254,157

DPW/FACILITIES BUSINESS OFFICE		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014201	DPW/FACILITIES BUSINESS OFFICE SALARIES					
	5110 REG WAGES	\$110,499	\$113,473	\$115,365	\$115,365	\$115,365
	5120 OVERTIME	\$540	\$0	\$2,000	\$2,000	\$2,000
	5130 PART-TIME	\$132,999	\$133,114	\$134,057	\$136,469	\$136,469
	PT WAGES - NEW FTE	\$0	\$0	\$0	\$23,750	\$0
	5140 SEASONAL	\$14,639	\$17,384	\$20,000	\$20,000	\$20,000
	5152 SPECIAL EVENT OVERTIME	\$0	\$0	\$1,500	\$0	\$0
	5187 RETRO WAGES	\$1,347	\$0	\$0	\$0	\$0
	SUBTOTAL	\$260,024	\$263,971	\$272,922	\$297,584	\$273,834
014202	DPW/FACILITIES BUSINESS OFFICE EXPENSES					
	5255 SOFTWARE SUPPORT	\$7,443	\$2,719	\$21,400	\$21,400	\$21,400
	5294 CLOTHING ALLOWANCE	\$0	\$0	\$150	\$150	\$150
	5310 OFFICE SUPPLIES	\$0	\$0	\$0	\$4,000	\$4,000
	5710 TRAVEL	\$18	\$0	\$0	\$0	\$0
	5715 PROFESSIONAL DEVELOPMENT	\$2,310	\$1,586	\$3,000	\$2,000	\$2,000
	SUBTOTAL	\$9,771	\$4,305	\$24,550	\$27,550	\$27,550
	TOTAL DPW/FACILITIES BUSINESS OFF	\$269,795	\$268,276	\$297,472	\$325,134	\$301,384

DEPARTMENT OF PUBLIC WORKS

DPW ENGINEERING		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014101	ENGINEERING SALARIES					
	5110 REG WAGES	\$271,531	\$313,237	\$312,668	\$315,962	\$315,962
	5140 SEASONAL	\$14,365	\$3,205	\$10,000	\$20,000	\$10,000
	5187 RETRO WAGES	\$1,200	\$0	\$0	\$0	\$0
	SUBTOTAL	\$287,096	\$316,442	\$322,668	\$335,962	\$325,962
014102	ENGINEERING EXPENSES					
	5282 REP-OFFICE EQUIP	\$676	\$1,211	\$2,750	\$2,750	\$2,750
	5294 CLOTHING ALLOWANCE	\$583	\$585	\$750	\$750	\$750
	5295 OTHR SVCS	\$0	\$1,117	\$700	\$700	\$700
	5298 STORM WATER MGMT	\$2,500	\$81,490	\$80,000	\$107,300	\$90,000
	5310 OFFICE SUP	\$2,639	\$958	\$2,000	\$2,000	\$2,000
	5380 MIN APPARATUS/TOOLS	\$146	\$41,735	\$1,500	\$1,500	\$1,500
	5395 OTH COMM	\$153	\$108	\$10,650	\$10,650	\$10,650
	5504 TECHNOLOGY	\$1,987	\$425	\$0	\$0	\$0
	5710 TRAVEL	\$0	\$0	\$300	\$300	\$300
	5715 PROF DEV	\$229	\$5,679	\$4,000	\$4,000	\$4,000
	5730 DUES/SUBSCRIPTIONS	\$315	\$600	\$400	\$400	\$400
	SUBTOTAL	\$9,228	\$133,908	\$103,050	\$130,350	\$113,050
	TOTAL ENGINEERING	\$296,324	\$450,350	\$425,718	\$466,312	\$439,012

DPW HIGHWAY		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014221	HIGHWAY SALARIES					
	5110 REG WAGES	\$987,699	\$993,682	\$1,067,982	\$1,072,278	\$1,072,278
	5120 OVERTIME	\$133,582	\$136,480	\$131,250	\$131,250	\$131,250
	5140 SEASONAL	\$2,064	\$0	\$7,500	\$7,500	\$7,500
	5152 SPECIAL EVENT OVERTIME	\$21,276	\$0	\$20,700	\$25,000	\$20,700
	5187 RETRO WAGES	\$1,163	\$0	\$0	\$0	\$0
	SUBTOTAL	\$1,145,784	\$1,130,162	\$1,227,432	\$1,236,028	\$1,231,728
014222	HIGHWAY DEPT EXPENSES					
	5220 TELEPHONE	\$7,971	\$7,593	\$10,000	\$10,000	\$10,000
	5291 EQUIPMENT RENTAL	\$0	\$0	\$15,000	\$15,000	\$15,000
	5294 CLOTHING ALLOWANCE	\$5,292	\$6,411	\$6,300	\$6,300	\$6,300
	5295 OTHR SVCS	\$145,500	\$126,706	\$175,000	\$175,000	\$175,000
	5310 OFFICE SUP	\$5,803	\$2,275	\$1,500	\$1,500	\$1,500
	5330 SUPPLIES/BUILDING	\$26,485	\$27,646	\$20,000	\$20,000	\$20,000
	5350 OPERATING SUPPLIES/EQUIP	\$0	\$3,585	\$0	\$0	\$0
	5355 AUTOMOTIVE FUEL	\$59,170	\$55,025	\$68,000	\$68,000	\$68,000
	5360 REP/PARTS/EQUIP	\$5,858	\$1,856	\$10,000	\$10,000	\$10,000
	5370 SUPPLIES CONSTRUCTION	\$104,003	\$136,049	\$175,000	\$175,000	\$175,000
	5395 OTHER COMMODITIES	\$1,480	\$260	\$2,500	\$2,500	\$2,500
	5410 MACHINERY/EQUIP	\$12,919	\$577	\$18,500	\$18,500	\$18,500
	5710 TRAVEL	\$274	\$0	\$600	\$600	\$600
	5715 PROFESSIONAL DEVELOPMENT	\$2,092	\$9,235	\$6,500	\$6,500	\$6,500
	5716 LICENSES & CONTINUING ED	\$1,579	\$2,620	\$2,500	\$2,500	\$2,500
	5730 DUES/SUBSCRIPTIONS	\$650	\$300	\$1,000	\$1,000	\$1,000
	5490 STORM RECOVERY	\$10,518	\$26,343	\$11,000	\$11,000	\$11,000
	5733 MUNICIPAL SERVICES FACILITY	\$134,123	\$14,548	\$0	\$0	\$0
	SUBTOTAL	\$523,717	\$421,029	\$523,400	\$523,400	\$523,400
	TOTAL HIGHWAY	\$1,669,501	\$1,551,191	\$1,750,832	\$1,759,428	\$1,755,128

DEPARTMENT OF PUBLIC WORKS

DPW SNOW & ICE		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014231	SNOW & ICE SALARIES					
	5120 SNOW OT	\$322,395	\$397,314	\$198,000	\$198,000	\$198,000
	SUBTOTAL	\$322,395	\$397,314	\$198,000	\$198,000	\$198,000
014232	SNOW & ICE EXPENSES					
	5374 SNOW & ICE MAINT	\$824,296	\$1,155,395	\$835,000	\$835,000	\$835,000
	5375 ROAD SALT	\$207,671	\$232,506	\$212,000	\$212,000	\$212,000
	5376 SAND	\$43	\$0	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$1,032,010	\$1,387,901	\$1,049,000	\$1,049,000	\$1,049,000
	TOTAL SNOW & ICE	\$1,354,405	\$1,785,215	\$1,247,000	\$1,247,000	\$1,247,000

DPW SOLID WASTE		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014331	SOLID WASTE SALARIES					
	5120 OVERTIME	\$8,423	\$8,933	\$8,510	\$9,000	\$8,510
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$8,423	\$8,933	\$8,510	\$9,000	\$8,510
014332	SOLID WASTE EXPENSES					
	5250 ADVERTISING	\$0	\$0	\$0	\$0	\$0
	5270 PRINTING	\$66	\$0	\$0	\$0	\$0
	5295 OTHR SVCS	\$1,967,711	\$2,061,769	\$2,156,124	\$2,259,785	\$2,259,785
	5297 RECYCLING SERVICES	\$1,055,715	\$1,148,601	\$1,258,663	\$1,100,270	\$1,100,270
	5299 COMPOSTING PROGRAM	\$68,924	\$0	\$39,000	\$83,000	\$39,000
	MATERIALS DISPOSAL	\$0	\$0	\$0	\$50,000	\$0
	5360 REPAIR PARTS/EQUIP	\$400	\$0	\$500	\$500	\$500
	SUBTOTAL	\$3,092,816	\$3,210,370	\$3,454,287	\$3,493,555	\$3,399,555
	TOTAL SOLID WASTE	\$3,101,239	\$3,219,303	\$3,462,797	\$3,502,555	\$3,408,065

DEPARTMENT OF PUBLIC WORKS

DPW FORESTRY		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014251	FORESTRY SALARIES					
	5110 REG WAGES	\$237,488	\$217,981	\$256,972	\$265,391	\$265,391
	5120 OVERTIME	\$72,499	\$57,993	\$40,000	\$60,000	\$50,000
	5140 SEASONAL - BALD HILL	\$3,574	\$0	\$6,000	\$30,000	\$6,000
	5152 SPECIAL EVENT OVERTIME	\$0	\$124	\$0	\$0	\$0
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$313,561	\$276,098	\$302,972	\$355,391	\$321,391
014252	FORESTRY EXPENSES					
	5220 TELEPHONE	\$2,197	\$1,912	\$2,000	\$2,000	\$2,000
	5250 ADVERTISING	\$188	\$0	\$500	\$500	\$500
	5285 REP/OTHER EQUIP	\$0	\$406	\$1,000	\$1,000	\$1,000
	5294 CLOTHING ALLOWANCE	\$1,977	\$1,499	\$2,000	\$2,000	\$2,000
	5295 OTHR SVCS	\$30,460	\$29,151	\$50,000	\$50,000	\$50,000
	5297 LEAF REMOVAL	\$0	\$297	\$20,000	\$30,000	\$20,000
	5330 OPER SUPPLIES	\$6,569	\$1,096	\$4,000	\$4,000	\$4,000
	5355 AUTOMOTIVE FUEL	\$12,420	\$9,512	\$13,000	\$13,000	\$13,000
	5360 REP/PARTS/EQUIP	\$4,058	\$1,307	\$2,000	\$2,000	\$2,000
	5410 MACHINERY/EQUIP	\$3,209	\$3,656	\$2,000	\$2,000	\$2,000
	5710 TRAVEL	\$1	\$0	\$150	\$150	\$150
	5715 PROFESSIONAL DEV	\$650	\$355	\$2,500	\$2,500	\$2,500
	5716 LICENSES & CONTINUING ED	\$0	\$551	\$1,500	\$1,500	\$1,500
	5730 DUES/SUBSCRIPTIONS	\$514	\$310	\$500	\$500	\$500
	5780 STREET/TREE REPLANTING	\$2,118	\$0	\$10,000	\$10,000	\$10,000
	SUBTOTAL	\$64,361	\$50,052	\$111,150	\$121,150	\$111,150
	TOTAL FORESTRY	\$377,922	\$326,150	\$414,122	\$476,541	\$432,541

DPW SPRING GROVE CEMETERY		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014271	SPRING GROVE CEMETERY SALARIES					
	5110 REG WAGES	\$190,637	\$196,030	\$202,562	\$202,934	\$202,934
	5120 OVERTIME	\$28,500	\$38,021	\$24,150	\$30,000	\$26,150
	5140 SEASONAL WAGES	\$0	\$0	\$5,500	\$5,500	\$5,500
	SUBTOTAL	\$219,137	\$234,051	\$232,212	\$238,434	\$234,584
014272	SPRING GROVE CEMETERY EXPENSES					
	5211 ELECTRICITY	\$1,288	\$1,369	\$2,600	\$2,600	\$2,600
	5220 TELEPHONE	\$280	\$306	\$400	\$400	\$400
	5285 REP/OTHER EQUIP	\$0	\$0	\$600	\$600	\$600
	5294 CLOTHING ALLOWANCE	\$1,477	\$1,182	\$1,500	\$1,500	\$1,500
	5295 OTHR SVCS	\$51	\$907	\$10,000	\$10,000	\$10,000
	5330 OPERATING SUPPLIES	\$3,154	\$7,300	\$5,000	\$5,000	\$5,000
	5335 FUEL OIL	\$10,599	\$6,256	\$8,000	\$8,000	\$8,000
	5355 AUTOMOTIVE FUEL	\$5,413	\$7,289	\$7,000	\$7,000	\$7,000
	5360 REP/PARTS/EQUIP	\$142	\$0	\$2,000	\$2,000	\$2,000
	5410 MACHINERY/EQUIP	\$1,575	\$16,282	\$6,700	\$6,700	\$6,700
	5710 TRAVEL	\$0	\$0	\$100	\$100	\$100
	5715 PROFESSIONAL DEV	\$219	\$0	\$500	\$500	\$500
	5730 DUES/SUBSCRIPTIONS	\$60	\$300	\$245	\$245	\$245
	SUBTOTAL	\$24,258	\$41,191	\$44,645	\$44,645	\$44,645
014272	SPRING GROVE CEMETERY EXPENSES					
	5811 FROM SALE OF SERVICE	\$ (58,964)	\$ -	\$ (60,000)	\$ (60,000)	\$ (60,000)
	SUBTOTAL	\$ (58,964)	\$ -	\$ (60,000)	\$ (60,000)	\$ (60,000)
	TOTAL SPRING GROVE CEMETERY	\$184,431	\$275,242	\$216,857	\$223,079	\$219,229

DEPARTMENT OF PUBLIC WORKS

DPW PARKS & GROUNDS		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014261	PARKS & GROUNDS SALARIES					
	5110 REG WAGES	\$462,147	\$486,806	\$516,425	\$519,635	\$519,635
	5120 OVERTIME	\$71,543	\$70,367	\$73,300	\$75,000	\$75,000
	5140 SEASONAL	\$33,690	\$22,660	\$40,000	\$40,000	\$40,000
	5152 SPECIAL EVENT OVERTIME	\$1,228	\$6,621	\$16,000	\$16,000	\$16,000
	5187 RETRO WAGES	<u>\$601</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$569,209	\$586,454	\$645,725	\$650,635	\$650,635
014262	PARKS & GROUNDS EXPENSES					
	5230 FIELDS REVOLVING SUPPORT	\$0	\$26,609	\$12,000	\$12,000	\$12,000
	5285 REP/OTHER EQUIP	\$800	\$0	\$3,000	\$3,000	\$3,000
	5294 CLOTHING ALLOWANCE	\$2,806	\$2,540	\$3,150	\$3,150	\$3,150
	5295 OTHR SVCS	\$58,209	\$60,920	\$19,000	\$19,000	\$19,000
	5330 OPERATING SUPPLIES	\$15,309	\$8,163	\$23,000	\$23,000	\$23,000
	5331 PLAYGROUND SUPPLIES	\$0	\$0	\$5,000	\$5,000	\$5,000
	5508 DOWNTOWN MAINTENANCE	\$0	\$12,433	\$15,000	\$15,000	\$15,000
	5355 AUTOMOTIVE FUEL	\$15,428	\$12,705	\$16,000	\$15,000	\$15,000
	5360 REP/PARTS/EQUIP	\$31,570	\$29,841	\$15,000	\$16,000	\$16,000
	5410 MACHINERY/EQUIP	\$1,158	\$60,253	\$20,000	\$20,000	\$20,000
	5490 EVENTS	\$11,446	\$28,761	\$10,000	\$25,000	\$17,500
	5710 TRAVEL	\$0	\$0	\$100	\$100	\$100
	5715 PROFESSIONAL DEV	\$984	\$953	\$1,000	\$1,000	\$1,000
	5716 LICENSES & CONTINUING ED	\$0	\$100	\$200	\$200	\$200
	5730 DUES/SUBSCRIPTIONS	<u>\$0</u>	<u>\$85</u>	<u>\$400</u>	<u>\$400</u>	<u>\$400</u>
	SUBTOTAL	<u>\$137,710</u>	<u>\$243,363</u>	<u>\$142,850</u>	<u>\$157,850</u>	<u>\$150,350</u>
	TOTAL PARKS & GROUNDS	\$706,919	\$829,817	\$788,575	\$808,485	\$800,985

DEPARTMENT OF PUBLIC WORKS

DPW VEHICLE MAINTENANCE		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014281	VEHICLE MAINT SALARIES					
	5110 REG WAGES	\$296,378	\$278,296	\$305,963	\$293,132	\$293,132
	5120 OVERTIME	\$50,785	\$46,175	\$42,000	\$42,000	\$42,000
	5140 SEASONAL	\$0	\$0	\$9,500	\$9,500	\$9,500
	SUBTOTAL	\$347,163	\$324,471	\$357,463	\$344,632	\$344,632
014282	VEHICLE MAINT EXPENSES					
	5283 REP-VHCLS	\$8,614	\$13,727	\$30,000	\$30,000	\$30,000
	5285 REPAIRS/OTHER EQUIP	\$1,522	\$2,373	\$5,000	\$5,000	\$5,000
	5293 UNIFORM RENTAL	\$443	\$2,239	\$4,500	\$4,500	\$4,500
	5294 CLOTHING ALLOWANCE	\$4,936	\$2,257	\$2,000	\$2,000	\$2,000
	5295 OTHR SVCS	\$0	\$28,536	\$0	\$0	\$0
	5330 OPERATING SUPPLIES	\$417	\$3,472	\$700	\$700	\$700
	5355 AUTO FUEL	\$36,553	\$6,226	\$20,000	\$20,000	\$20,000
	5360 REPAIR/PARTS/EQUIP	\$65,486	\$42,470	\$65,800	\$65,800	\$65,800
	5361 OPER SUPPLIES/POLICE	\$31,185	\$29,718	\$45,000	\$45,000	\$45,000
	5362 OPER SUPPLIES/FIRE	\$105,975	\$136,835	\$135,000	\$135,000	\$135,000
	5363 DPW VEHICLES	\$95,726	\$85,391	\$134,200	\$134,200	\$134,200
	5380 MIN APPARATUS/TOOLS	\$8,078	\$27,669	\$8,000	\$8,000	\$8,000
	5430 OTH EQUIP	\$7,348	\$69,294	\$5,000	\$5,000	\$5,000
	5710 TRAVEL	\$0	\$0	\$500	\$500	\$500
	5715 PROFESSIONAL DEV	\$0	\$0	\$2,000	\$2,000	\$2,000
	5716 LICENSES & CONTINUING ED	\$100	\$200	\$2,000	\$2,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$500	\$500
	SUBTOTAL	\$366,383	\$450,407	\$460,200	\$460,200	\$460,200
	TOTAL VEHICLE MAINTENANCE	\$713,546	\$774,878	\$817,663	\$804,832	\$804,832

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

Position Classification	FTE FY2020	FTE FY2021	FTE FY2022	REQ FY2022	TMREC FY2023	TMREC FY2023
SEWER						
Projects Engineer Coordinator	1.0	1.0	1.0	1.0	1.0	91,171
GIS Coordinator *						21,036
Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	56,242
Working Foreman	1.0	1.0	1.0	1.0	1.0	82,166
Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	66,208
SEWER TOTAL	4.0	4.0	4.0	4.0	4.0	316,823
* - Salary allocated .2 to Sewer, .2 Water, .6 General Fund (IT)						

Position Classification	FTE FY2020	FTE FY2021	FTE FY2022	REQ FY2022	TMREC FY2023	TMREC FY2023
WATER						
Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	118,320
Water Dist & Waste Collection Supervisor	1.0	1.0	1.0	1.0	1.0	117,043
General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	107,102
GIS Coordinator *						21,036
Lab Dir/Environmental Compliance Coord	1.0	1.0	1.0	1.0	1.0	103,408
Chemist	1.0	1.0	1.0	1.0	1.0	88,277
Civil Engineer	1.0	1.0	1.0			
Junior Civil Engineer				1.0	1.0	70,717
W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	65,974
Office Assistant III	2.0	2.0	2.0	2.0	2.0	126,667
WTF Operator	6.0	7.0	7.0	9.0	7.0	514,604
Jr WTF Operator	1.0					
WTF Station OIT				1.0		
Licensed Maintenance/Grd Eq Op II	3.0	3.0	3.0	3.0	3.0	192,110
Equip Operator II	1.0					
Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	60,012
Maintenance Specialist		1.0	1.0	1.0	1.0	63,487
Water Meter Reader	1.0	1.0	1.0	1.0	1.0	60,012
Custodian	1.0	1.0	1.0	1.0	1.0	56,916
WTP Foreman Stipend						4,387
WATER TOTAL	23.0	23.0	23.0	26.0	23.0	1,770,072
* - Salary allocated .2 to Sewer, .2 Water, .6 General Fund (IT)						

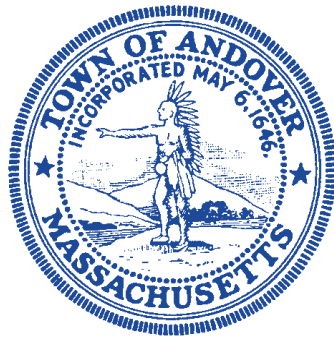
DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

SEWER ENTERPRISE FUND		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
70001	SEWER ENTERPRISE FUND SALARIES					
5110	REGULAR WAGES	\$236,693	\$303,188	\$315,662	\$317,623	\$317,623
5120	OVERTIME	\$33,252	\$27,334	\$40,250	\$40,250	\$40,250
5187	RETRO WAGES	\$434	\$0	\$0	\$0	\$0
	SUBTOTAL	\$270,379	\$330,522	\$355,912	\$357,873	\$357,873
70002	SEWER ENTERPRISE FUND EXPENSES					
5211	ELECTRICITY	\$99,593	\$109,344	\$120,750	\$120,750	\$120,750
5213	NATURAL GAS	\$680	\$437	\$8,000	\$2,000	\$2,000
5220	TELEPHONE	\$2,187	\$2,316	\$2,500	\$2,500	\$2,500
5225	POSTAGE	\$11,122	\$11,461	\$13,200	\$14,520	\$14,520
5270	PRINTING	\$3,781	\$3,865	\$6,000	\$6,000	\$6,000
5294	CLOTHING ALLOWANCE	\$800	\$926	\$1,000	\$1,000	\$1,000
5295	OTHR SVCS	\$88,377	\$118,570	\$150,000	\$150,000	\$150,000
5323	CHEMICALS	\$0	\$0	\$9,000	\$9,000	\$9,000
5330	SUPPLIES/BUILDING	\$0	\$762	\$4,000	\$4,000	\$4,000
5335	FUEL OIL	\$2,757	\$3,463	\$8,000	\$8,000	\$8,000
5360	REPAIR PARTS/EQUIP	\$9,413	\$0	\$25,000	\$25,000	\$25,000
5380	MIN APPARATUS/TOOLS	\$0	\$0	\$600	\$600	\$600
5410	MACHINERY/EQUIP	\$7,559	\$0	\$50,000	\$50,000	\$50,000
5500	GIS	\$3,000	\$3,255	\$10,000	\$10,000	\$10,000
5504	TECHNOLOGY	\$7,472	\$425	\$15,000	\$15,000	\$15,000
5600	GTR LAWRENCE SANITARY	\$2,013,196	\$1,837,336	\$2,378,799	\$2,514,711	\$2,514,711
5703	INSURANCE DEDUCTIBLE	\$14,362	\$11,550	\$20,000	\$20,000	\$20,000
5753	MUNICIPAL SERVICES FACILITY	\$22,841	\$0	\$0	\$0	\$0
5715	PROF DEV	\$0	\$0	\$0	\$0	\$0
5950	OPEB	\$66,625	\$68,500	\$24,432	\$25,043	\$25,043
	SUBTOTAL	\$2,353,765	\$2,172,210	\$2,846,281	\$2,978,124	\$2,978,124
	SEWER DEBT SERVICE					
5743	SEWER PRINCIPAL	\$0	\$0	\$1,813,700	\$1,402,000	\$1,402,000
57431	SEWER INTEREST	\$0	\$0	\$276,786	\$200,416	\$200,416
	SUBTOTAL	\$0	\$0	\$2,090,486	\$1,602,416	\$1,602,416
	TOTAL SEWER ENTERPRISE FUND	\$2,624,144	\$2,502,732	\$5,292,679	\$4,938,413	\$4,938,413

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

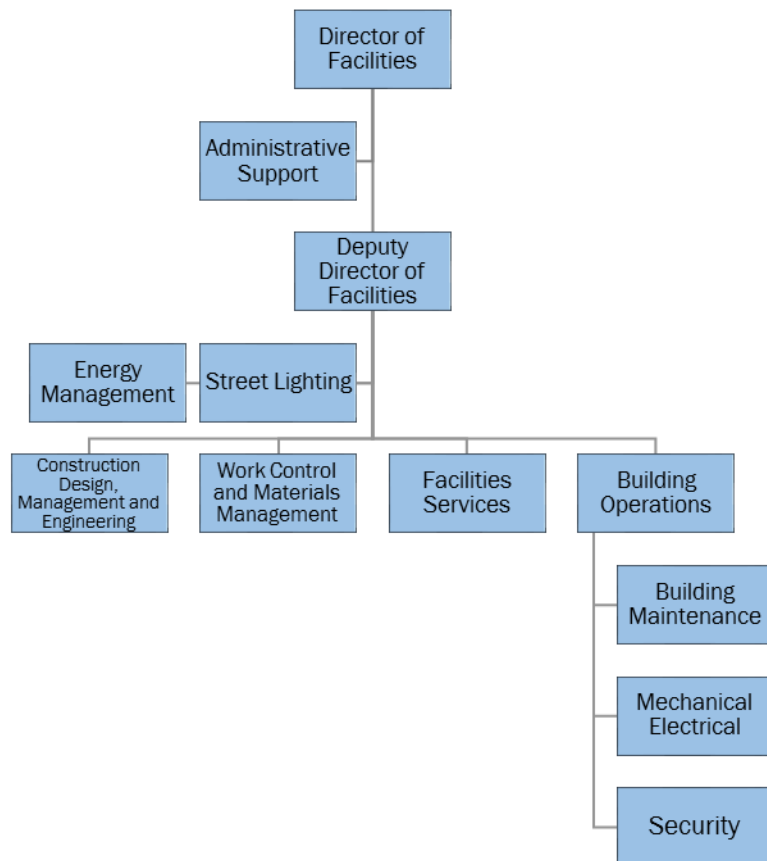
WATER ENTERPRISE FUND		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
71001	WATER ENTERPRISE FUND SALARIES					
5110	REGULAR WAGES	\$1,690,573	\$1,686,232	\$1,768,139	\$1,773,272	\$1,773,272
	NEW POSITIONS	\$0	\$0	\$0	\$200,000	\$0
5120	OVERTIME	\$515,657	\$561,253	\$525,000	\$525,000	\$525,000
5130	PART-TIME	\$12,878	\$0	\$0	\$0	\$0
5140	SEASONAL	\$1,556	\$24,489	\$45,000	\$45,000	\$45,000
5187	RETRO WAGES	\$4,167	\$0	\$0	\$0	\$0
	SUBTOTAL	\$2,224,831	\$2,271,974	\$2,338,139	\$2,543,272	\$2,343,272
71002	WATER ENTERPRISE FUND EXPENSES					
5211	ELECTRICITY	\$1,140,209	\$1,404,667	\$1,291,500	\$1,485,225	\$1,485,225
5213	NATURAL GAS/OIL	\$53,116	\$60,970	\$70,000	\$70,000	\$70,000
5220	TELEPHONE	\$44,062	\$39,869	\$50,000	\$50,000	\$50,000
5225	POSTAGE	\$11,122	\$11,516	\$13,200	\$14,520	\$14,520
5250	ADVERTISING	\$849	\$2,352	\$1,000	\$1,000	\$1,000
5268	PROFESSIONAL SERVICES	\$0	\$28,500	\$75,000	\$75,000	\$75,000
5270	PRINTING	\$11,770	\$12,543	\$11,000	\$11,000	\$11,000
5285	MAINT REP/OTHER EQUIP	\$177,730	\$395,263	\$294,000	\$323,400	\$323,400
5294	CLOTHING ALLOWANCE	\$5,690	\$5,764	\$8,550	\$8,550	\$8,550
5295	OTHR SVCS	\$566,899	\$616,122	\$343,750	\$378,125	\$378,125
5310	OFFICE SUPPLIES	\$12,526	\$7,490	\$12,000	\$12,000	\$12,000
5323	CHEMICALS	\$524,088	\$524,221	\$540,000	\$660,000	\$660,000
5324	WATER LAB SUPP/EQUIP	\$112,030	\$132,344	\$125,000	\$125,000	\$125,000
5325	WATER CONSERVATION	\$1,214	\$0	\$10,000	\$10,000	\$10,000
5330	SUPPLIES/BUILDING	\$21,556	\$21,546	\$17,000	\$17,000	\$17,000
5335	FUEL OIL	\$9,394	\$4,231	\$12,000	\$12,000	\$12,000
5350	SUPPLIES/EQUIPMENT	\$74,172	\$44,717	\$175,000	\$175,000	\$175,000
5355	AUTOMOTIVE FUEL	\$25,489	\$24,922	\$40,000	\$40,000	\$40,000
5360	REPAIR PARTS/EQUIP	\$66,435	\$37,598	\$157,500	\$157,500	\$157,500
5364	REPAIRS/WATER VEHICLES	\$23,942	\$28,901	\$50,000	\$50,000	\$50,000
5380	MIN APPARATUS/TOOLS	\$0	\$0	\$5,000	\$5,000	\$5,000
5395	OTHER COMMODITIES	\$40,796	\$19,520	\$40,000	\$40,000	\$40,000
5410	MACHINERY/EQUIP	\$1,100	\$0	\$20,000	\$20,000	\$20,000
5500	GIS	\$0	\$0	\$15,000	\$15,000	\$15,000
5504	TECHNOLOGY	\$7,472	\$425	\$0	\$0	\$0
5703	INSURANCE DEDUCTIBLE	\$0	\$10,000	\$0	\$10,000	\$10,000
5710	TRAVEL IN-STATE	\$59	\$11	\$1,000	\$1,000	\$1,000
5715	PROFESSIONAL DEVELOPMENT	\$4,156	\$3,730	\$10,000	\$10,000	\$10,000
5716	LICENSES/CEU'S	\$1,744	\$5,683	\$10,000	\$10,000	\$10,000
5730	DUES/SUBSCRIPTIONS	\$4,959	\$24,564	\$16,000	\$16,000	\$16,000
5753	MUNICIPAL SERVICES FACILITY	\$45,379	\$0	\$0	\$0	\$0
	MCWT ADMIN FEE	\$0	\$0	\$29,950	\$29,950	\$29,950
5954	EMERGENCY REPAIRS	\$0	\$0	\$0	\$0	\$0
5950	OPEB	\$334,950	\$342,000	\$91,543	\$93,832	\$93,832
	SUBTOTAL	\$3,322,908	\$3,809,469	\$3,534,993	\$3,926,102	\$3,926,102
	WATER ENTERPRISE FUND DEBT SERVICE *					
5742	WATER PRINCIPAL	\$0	\$0	\$2,357,163	\$3,766,472	\$3,766,472
57421	WATER INTEREST	\$0	\$0	\$855,572	\$0	\$0
573202	WATER SHORT-TERM INTEREST	\$0	\$0	\$35,000	\$35,000	\$35,000
	SUBTOTAL	\$0	\$0	\$3,247,735	\$3,801,472	\$3,801,472
	TOTAL WATER ENTERPRISE FUND	\$5,547,739	\$6,081,443	\$9,120,867	\$10,270,846	\$10,070,846

DEPARTMENT OF FACILITIES



Mission Statement

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



DEPARTMENT OF FACILITIES

Department Description

The Department of Facilities oversees the facilities management, maintenance and construction responsibilities for all Town and School buildings, traffic lights, streetlights, and the Town fuel depot. The department is also responsible for managing all major building-related capital projects and capital improvements, maintains the Town's Green Community designation and energy efficiency programs, and procures energy contracts for supply and renewable energy.

Facilities Management procures and schedules major projects, participates in design and feasibility for future planning of potential construction projects, administers compliance programs for indoor air quality, fire protection, security, indoor integrated pest management, and the testing of building systems to comply with all applicable standards and regulations. Building audits and capital improvement projects are developed, procured, and executed by the Facilities Management team.

The Administration Office is responsible for long-range planning, monitoring of the annual budget and assists with the development of the department's annual Budget and Capital Improvement Program. The Office also manages all personnel records, payroll, and coordination of hiring processes for the Facilities Department. Responsibilities include the development and implementation of departmental policies and providing administrative support to all divisions.

The Energy Management Division in cooperation with the Sustainability Coordinator, is responsible for managing energy use, energy conservation, and energy procurement. The duties of the division are accomplished by setting sustainable goals of energy efficiency, cost reduction and renewable energy generation. The division also promotes environmental responsibility and sustainability. Andover achieved its Green Community designation in 2010 and maintains it through continued commitment to reducing its use of energy throughout municipal functions, including buildings, vehicles, streetlights, and water and sewer systems and by continuing to investigate and implement new energy initiatives.

The Street Lighting Division oversees the utility billing and maintenance of all Town owned streetlights in Andover. This includes roadway lights, antique style street lighting, parking lot and driveway lighting at all Town owned buildings and lots. Residents are able to report streetlight outages through an online reporting form which can be found on the [Town of Andover website](#) at the bottom of the [Street Lighting page](#).

Construction Design, Management and Engineering. The Construction Project Manager oversees major construction projects and specializes in building envelope, masonry, and structural projects. The Energy/Mechanical Engineer oversees major HVAC design projects, designs HVAC improvements and alterations for projects and retrofits, oversees air quality issues, hazardous building materials testing and management, and organizes the filing of historical plans.

Work Control and Materials Management. This group maintains the computerized work order system and the central vehicle fuel depot, and conducts purchasing and inventory management functions. All Facilities construction and repair materials are procured by this group, including wholesale gasoline and diesel fuel for all Town vehicles. These roles also track costs and labor hours for the Facilities Department management and maintenance functions.

The Facilities Services Division is responsible for providing all custodial services to the Cormier Youth Center, Memorial Hall Library, Public Safety, Old Town Hall, Recreation Park, the Senior Center, Town Offices, and the Municipal Services Building. Custodial cleaning supplies and equipment are procured by this division, and staff also support the Facilities Coordinator and scheduling function by providing custodial services during the rental of Town spaces, as necessary.

Building Operations and Maintenance. The Building Operations Manager is responsible for oversight of the Building Maintenance, Mechanical, and Electrical divisions. These divisions are staffed by licensed, skilled tradespersons in the fields of carpentry, electrical, HVAC, integrated security systems, locksmith, masonry, painting, plumbing, and roofing to all Town and School buildings. Management of contractor services for minor construction projects, annual contracted maintenance, inspections, and compliance also fall under these divisions. All work is tracked utilizing a comprehensive work order system in order to provide detailed reporting to management.

The Building Maintenance Division maintains all roof systems, masonry, walls and ceilings, inspects and maintains all playground equipment, performs interior and exterior painting, and installs and maintains all locks, hardware, doors, and windows. This division maintains a variety of interior and exterior building related systems and components, including repairs to all paving and sidewalks on School property.

DEPARTMENT OF FACILITIES

The **Mechanical and Electrical Divisions** fall under one budget account, which is listed as the Mechanical/Electrical Division. Below are summaries of their respective areas of responsibility.

- **The Mechanical Division** maintains, monitors, programs, upgrades and installs heating, ventilation, air conditioning (HVAC) and energy management systems. Plumbing installations and repairs, as well as boiler replacements and repairs also fall under the responsibility of the Mechanical Division.
- **The Electrical Division** oversees and maintains Town and School electrical systems and components, including building interior and exterior lighting, elevators, and generators. The Electrical division also maintains Town owned streetlights and traffic signals.

Security. The Security function is responsible for all Town and School security systems, including the new integrated access control/closed circuit TV systems, perimeter security systems, keys and access cards. Working in cooperation with Andover Public Safety and Information Technology, this function develops and implements security improvements to Town and School buildings and public spaces.

FY2023 Objectives

Some of the below objectives were previously published as FY2022 objectives, and are yet to be realized due to the continued effects of Covid-19 related matters.

Administration and Facilities Management

- Manage the West Elementary School/Shawsheen Preschool construction project.
- Conduct an inventory of major building systems to create a 20-year replacement schedule.
- Continue to address ADA compliance and universal access issues, through the Town Offices renovation project and the closed captioning and assisted listening device projects to improve citizen engagement.
- Work towards creating a more inclusive workplace and management style by promoting team building, and participating in training in diversity, equity and inclusion.
- Adhere to State and Federal code requirements for elevators, fire alarms and systems, lead and copper water testing, AHERA monitoring, pressure vessel and boiler inspections.

Energy Management

- Identify energy saving projects through building assessments, utilizing all available utility rebates and incentives, as well as State and Federal grants, to maximize return on investment.
- Work collaboratively with the Sustainability Coordinator to research and implement new technologies in energy efficiency and sustainability.
- Manage the procurement and construction of the Town's first municipal rooftop solar array, to be installed at Sanborn Elementary school.

Street Lighting

- Work with National Grid to improve the reporting of utility work and repairs to lights on North Main Street.
- Strategically investigate adding lighting to promote foot traffic to serve Andover businesses and amenities, as well as to promote safe travel to and from the commuter rail.

Construction Design, Management and Engineering

- Manage the West Elementary School/Shawsheen Preschool construction project.
- Oversee the design of an all-electric HVAC system at Sanborn Elementary school.
- Oversee the design of Doherty Middle school renovations, which include installation of an elevator.
- Manage the construction of the elevator refurbishment at Andover High school.
- Manage the reconstruction of the cupola at Memorial Hall Library.
- Manage the construction of the Town Offices renovation project.
- Manage the construction of the rooftop solar array at Sanborn Elementary school.
- Update the BeSafe program to ensure accurate mapping of our Town and School buildings for first responders.
- Digitize building plans inventory.
- Design and manage small construction projects such as offices, restrooms, outdoor spaces and site work.

Work Control and Materials Management

- Streamline materials management and inventory procurement processes, investigation of a Bar Code/QR Code system for inventory and equipment database.
- Expand the use of the work order system for compliance with new State and Federal regulations.

DEPARTMENT OF FACILITIES

Facilities Services

- Provide efficient and highest-level custodial services to Town buildings.
- Support the Facilities Rentals function with custodial support when necessary.

Building Operations

- Improve safety and communications with enhancements to fire alarms, strobes, speakers and intercoms.
- Install pedestrian crossing lights at heavily used crosswalks in downtown Andover locations.
- Investigate adaptive radar signalization to improve traffic flow at some heavily traveled intersections.
- Manage or construct ADA projects identified in Andover's Self-Evaluation and Transition Plan.
- Research and develop improvements to the energy management system.

Security

- Implement a new key management system for improved efficiency and security.
- Implement standardized security vestibule systems at all schools.
- Integrate GIS into the security camera system for improved response times.
- Collaborate with IT and HR to integrate the card access system with Munis.
- Upgrade and expand video security systems.

DEPARTMENT OF FACILITIES

<u>Position Classification</u>	<u>FTE FY2020</u>	<u>FTE FY2021</u>	<u>FTE FY2022</u>	<u>REQ FY2023</u>	<u>TMREC FY2023</u>	<u>TMREC FY2023</u>
FACILITIES						
<u>ADMINISTRATION</u>						
Director of Facilities	1.0	1.0	1.0	1.0	1.0	137,681
Deputy Director	1.0	1.0	1.0	1.0	1.0	104,065
Project Manager	1.0	1.0	1.0	1.0	1.0	100,597
Building Operations Manager (1)		1.0	1.0	1.0	1.0	100,587
Materials Coordinator	1.0	1.0	1.0	1.0	1.0	78,314
Energy/Project Manager		1.0	1.0	1.0	1.0	95,320
Executive Secretary	1.0	1.0	1.0	1.0	1.0	70,772
Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	66,794
Unclassified						8,000
(1) - Positions moved from Facilities Mechanical/Electrical	6.0	8.0	8.0	8.0	8.0	762,130
<u>FACILITIES SERVICES</u>						
Facilities Coordinator (Moved to DPW Business Office FY19)						
Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	79,368
Custodian	8.0	8.0	8.0	9.0	9.0	491,470
	9.0	9.0	9.0	10.0	10.0	570,838
<u>BUILDING MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	78,520
Security Systems Technician (FY23 Move to Facilities M&E)	1.0	1.0	1.0			
Carpenter	1.0					
Carpenter	1.0	3.0	3.0	3.0	3.0	204,570
Painter I	1.0					
Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	59,434
Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	29,063
	6.5	6.5	6.5	5.5	5.5	371,587
<u>MECHANICAL/ELECTRICAL</u>						
Energy/Project Manager (FY20 Move to Administration)						
Working Foreman-HVAC	1.0	1.0	1.0	1.0	1.0	82,166
Working Foreman-Electrical						81,771
Electricians/HVAC Mechanic	4.0	3.0	3.0	3.0	3.0	148,200
Plumber	1.0	1.0	1.0	1.0	1.0	73,568
Security Systems Technician (FY23 Moved from Facilities Bldg Maint)				1.0	1.0	74,129
Maintenance Mechanic-HVAC & Mechanical				1.0	1.0	66,871
Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	72,392
Refrigeration Apprentice		1.5	2.0	1.0	1.0	61,939
Preventive Maintenance Mechanic (FY20 Move to Admin)	1.0					
	9.0	7.5	8.0	9.0	9.0	661,036
GRAND TOTAL	30.5	31.0	31.5	32.5	32.5	2,365,591

DEPARTMENT OF FACILITIES

FACILITIES		FY2020	FY2021	FY2022	FY2023
		ACTUAL	ACTUAL	BUDGET	DEPT REC
MAINTENANCE ADMINISTRATION					
	PERSONAL SERVICES	789,412	757,613	794,952	787,130
	OTHER EXPENSES	66,126	59,686	72,950	80,350
	TOTAL MAINTENANCE ADMIN	867,902	867,480	867,902	867,480
FACILITIES SERVICES					
	PERSONAL SERVICES	568,172	554,902	600,123	655,838
	OTHER EXPENSES	281,039	267,042	399,000	370,500
	FROM SALE OF SERVICE	(74,911)	(42,980)	(28,000)	(48,000)
	TOTAL FACILITIES SERVICES	971,123	978,338	971,123	978,338
FACILITIES TOWN BUILDING MAINTENANCE					
	PERSONAL SERVICES	452,219	443,231	495,404	424,087
	OTHER EXPENSES	307,429	314,467	324,000	359,000
	TOTAL TOWN BUILDING MAINTENANCE	819,404	783,087	819,404	783,087
FACILITIES TOWN MECHANICAL/ELECTRICAL					
	PERSONAL SERVICES	523,896	588,111	617,857	734,036
	OTHER EXPENSES	411,424	490,128	439,500	500,000
	TOTAL TOWN MECHANICAL/ELECTRICAL	1,057,357	1,234,036	1,057,357	1,234,036
FACILITIES STREET LIGHTING					
	STREET LIGHTING EXPENSES	64,388	67,551	90,000	85,000
	TOTAL STREET LIGHTING	64,388	67,551	90,000	85,000
TOTAL FACILITIES					
	SALARIES	2,333,699	2,343,857	2,508,336	2,601,091
	EXPENSES	1,130,406	1,198,874	1,325,450	1,394,850
		3,464,105	3,542,731	3,833,786	3,995,941
	FROM SALE OF SERVICE	(74,911)	(42,980)	(28,000)	(48,000)
	TOTAL FACILITIES	3,389,194	3,499,751	3,805,786	3,947,941

DEPARTMENT OF FACILITIES

FACILITIES ADMINISTRATION		FY2020	FY2021	FY2022	FY2023	FY2023
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011861	MAINTENANCE ADMIN SALARIES					
	5110 REG WAGES	\$751,256	\$742,211	\$772,952	\$762,130	\$762,130
	5120 OVERTIME	\$25,448	\$15,402	\$15,000	\$18,000	\$18,000
	5140 SEASONAL	\$8,758	\$0	\$7,000	\$7,000	\$3,000
	5187 RETRO WAGES	\$3,950	\$0	\$0	\$0	\$0
	SUBTOTAL	\$789,412	\$757,613	\$794,952	\$787,130	\$783,130
011862	MAINTENANCE ADMIN EXPENSES					
	5220 TELEPHONE	\$14,586	\$16,688	\$17,000	\$18,000	\$18,000
	5255 SOFTWARE SUPPORT	\$20,875	\$26,627	\$22,000	\$28,000	\$28,000
	5270 PRINTING	\$773	\$275	\$400	\$400	\$400
	5291 RENT EQUIP	\$2,241	\$1,836	\$2,300	\$2,700	\$2,700
	5294 CLOTHING ALLOWANCE	\$434	\$150	\$750	\$750	\$750
	5295 OTHR SVCS	\$4,260	\$2,182	\$8,000	\$8,000	\$8,000
	5310 OFFICE SUP	\$7,180	\$3,742	\$6,000	\$6,000	\$6,000
	5420 OFF EQUIP	\$3,891	\$1,504	\$4,000	\$4,000	\$4,000
	5710 TRAVEL	\$291	\$35	\$500	\$500	\$500
	5715 PROFESSIONAL DEVELOPMENT	\$3,330	\$4,577	\$4,000	\$4,000	\$4,000
	5716 LICENSES & CONTINUING ED	\$6,744	\$424	\$6,000	\$6,000	\$6,000
	5730 DUES/SUBSCRIPTIONS	\$1,521	\$1,646	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$66,126	\$59,686	\$72,950	\$80,350	\$80,350
	TOTAL FACILITIES ADMINISTRATION	\$855,538	\$817,299	\$867,902	\$867,480	\$863,480

DEPARTMENT OF FACILITIES

FACILITIES SERVICES		FY2020	FY2021	FY2022	FY2023	FY2023
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011851	FACILITIES SERVICES SALARIES					
5110	REG WAGES	\$499,775	\$484,878	\$515,123	\$519,526	\$519,526
	NEW POSITION REQUEST				\$51,312	\$51,312
5120	OVERTIME	\$56,964	\$69,150	\$65,000	\$65,000	\$65,000
5150	RENTAL OVERTIME	\$11,433	\$874	\$20,000	\$20,000	\$20,000
5130	PART TIME	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$568,172	\$554,902	\$600,123	\$655,838	\$655,838
011852	FACILITIES SERVICES EXPENSES					
5211	ELECTRICITY	\$167,871	\$128,818	\$190,000	\$180,000	\$170,000
5213	NATURAL GAS	\$65,800	\$73,344	\$100,000	\$90,000	\$90,000
5294	CLOTHING ALLOWANCE	\$5,463	\$5,217	\$4,500	\$5,000	\$5,000
5295	OTHR SVCS	\$1,556	\$416	\$20,000	\$20,000	\$5,000
5310	OFFICE SUP	\$114	\$111	\$500	\$500	\$500
5330	OPERATING SUPPLIES	\$27,774	\$36,020	\$40,000	\$40,000	\$40,000
5355	FUEL OIL	\$0	\$0	\$0	\$6,000	\$6,000
5355	AUTOMOTIVE FUEL	\$0	\$11,863	\$20,000	\$15,000	\$15,000
5410	MACH/EQUIP	\$6,783	\$11,253	\$10,000	\$10,000	\$10,000
5420	OFF EQUIP	\$852	\$0	\$1,500	\$1,500	\$1,500
5715	PROFESSIONAL DEV	\$160	\$0	\$1,000	\$1,000	\$1,000
5716	LICENSES & CEU'S	\$0	\$0	\$1,000	\$1,000	\$1,000
5717	MILEAGE	\$138	\$0	\$0	\$0	\$0
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$500	\$500
5770	CUSTODIAL SERVICES	<u>\$4,528</u>	<u>\$0</u>	<u>\$10,000</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	\$281,039	\$267,042	\$399,000	\$370,500	\$345,500
011851	FACILITIES SERVICES SALARIES					
5811	FROM SALE OF SERVICE	\$ (66,911)	\$ (34,980)	\$ (20,000)	\$ (40,000)	\$ (40,000)
	AYF GIFT	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)
	SUBTOTAL	\$ (74,911)	\$ (42,980)	\$ (28,000)	\$ (48,000)	\$ (48,000)
	TOTAL FACILITIES SERVICES	\$774,300	\$778,964	\$971,123	\$978,338	\$953,338

STREET LIGHTING		FY2020	FY2021	FY2022	FY2023	FY2023
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011922	STREET LIGHTING EXPENSES					
5211	ELECTRICITY	\$56,278	\$57,496	\$70,000	\$65,000	\$60,000
5289	MAINTENANCE	\$8,110	\$10,055	\$20,000	\$20,000	\$15,000
	SUBTOTAL	<u>\$64,388</u>	<u>\$67,551</u>	<u>\$90,000</u>	<u>\$85,000</u>	<u>\$75,000</u>
	TOTAL STREET LIGHTING	\$64,388	\$67,551	\$90,000	\$85,000	\$75,000

DEPARTMENT OF FACILITIES

FACILITIES TOWN BUILDING MAINTENANCE		FY2020	FY2021	FY2022	FY2023	FY2023
PUBLIC FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011881	T-BLDG MAINT SALARIES					
	5110 REG WAGES	\$389,777	\$394,708	\$413,849	\$342,524	\$342,524
	5120 OVERTIME	\$37,709	\$26,180	\$42,500	\$42,500	\$42,500
	5130 PART TIME	\$24,733	\$21,455	\$29,055	\$29,063	\$29,063
	5140 SEASONAL	\$0	\$888	\$10,000	\$10,000	\$5,000
	5152 SPECIAL EVENT OVERTIME	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$452,219	\$443,231	\$495,404	\$424,087	\$419,087
011882	T-BLDG MAINT EXPENSES					
	5231 TRANS ALLOWANCE	\$600	\$0	\$0	\$0	\$0
	5288 MAINT/REP INVENTORY	\$19,889	\$11,402	\$35,000	\$35,000	\$35,000
	5291 RENT EQUIP	\$650	\$1,500	\$2,000	\$2,000	\$2,000
	5294 CLOTHING ALLOWANCE	\$1,905	\$2,574	\$5,500	\$5,500	\$5,500
	5295 OTHR SVCS	\$170,145	\$180,643	\$200,000	\$200,000	\$200,000
	5340 REP/PARTS/BUILDINGS	\$41,980	\$90,936	\$45,000	\$0	\$0
	5350 REP/PARTS/SECURITY	\$2,795	\$24,291	\$20,000	\$100,000	\$100,000
	5380 MIN APPARATUS/TOOLS	\$2,230	\$2,587	\$5,500	\$5,500	\$5,500
	5410 MACHINERY/EQUIP	\$254	\$0	\$2,500	\$2,500	\$2,500
	5507 EMERGENCY WATER SYSTEM REPAIR	\$60,000	\$0	\$0	\$0	\$0
	5710 TRAVEL	\$0	\$0	\$500	\$500	\$500
	5715 PROFESSIONAL DEV	\$3,056	\$0	\$4,500	\$4,500	\$2,500
	5716 LICENSES & CONTINUING ED	\$3,925	\$534	\$3,000	\$3,000	\$3,000
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$500	\$500
	SUBTOTAL	\$307,429	\$314,467	\$324,000	\$359,000	\$357,000
	TOTAL TOWN BUILDING MAINTENANCE	\$759,648	\$757,698	\$819,404	\$783,087	\$776,087

DEPARTMENT OF FACILITIES

FACILITIES TOWN MECHANICAL/ELECTRICAL		FY2020	FY2021	FY2022	FY2023	FY2023
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011891	T-MECHANICAL/ELEC SALARIES					
	5110 REG WAGES	\$438,303	\$489,080	\$544,857	\$661,036	\$661,036
	5120 OVERTIME	\$66,640	\$76,983	\$68,000	\$68,000	\$68,000
	5130 PART-TIME WAGES	\$0	\$3,284	\$0	\$0	\$0
	5140 SEASONAL	\$18,952	\$18,764	\$5,000	\$5,000	\$5,000
	5187 RETRO WAGES	\$1	\$0	\$0	\$0	\$0
	SUBTOTAL	\$523,896	\$588,111	\$617,857	\$734,036	\$734,036
011892	T-MECHANICAL/ELEC EXPENSES					
	5288 MAINT/REP INVENTORY	\$74,675	\$89,409	\$65,000	\$90,000	\$90,000
	5291 RENT EQUIP	\$407	\$0	\$2,000	\$2,000	\$2,000
	5294 CLOTHING ALLOWANCE	\$2,431	\$3,402	\$4,500	\$4,500	\$4,500
	5295 OTHR SVCS	\$198,910	\$250,430	\$235,000	\$235,000	\$235,000
	5350 OPER SUPP/EQUIP	\$107,131	\$131,605	\$120,000	\$150,000	\$150,000
	5360 REPAIR/PARTS/EQUIP	\$12,368	\$31	\$0	\$0	\$0
	5380 MIN APPARATUS/TOOLS	\$3,729	\$4,246	\$4,000	\$8,000	\$5,000
	5410 MACHINERY/EQUIP	\$0	\$1,012	\$2,000	\$2,000	\$2,000
	5710 TRAVEL	\$502	\$0	\$500	\$500	\$500
	5715 PROFESSIONAL DEV	\$3,056	\$1,250	\$3,000	\$4,000	\$4,000
	5716 LICENSES & CONTINUING ED	\$8,215	\$8,743	\$2,000	\$3,000	\$3,000
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$1,500	\$1,000	\$1,000
	SUBTOTAL	\$411,424	\$490,128	\$439,500	\$500,000	\$497,000
	TOTAL TOWN MECHANICAL/ELECT	\$935,320	\$1,078,239	\$1,057,357	\$1,234,036	\$1,231,036

ANDOVER PUBLIC SCHOOLS



Voters

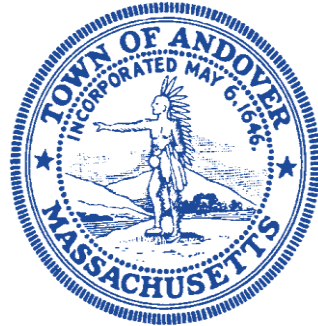
School Committee

School Superintendent

ANDOVER PUBLIC SCHOOLS

ANDOVER PUBLIC SCHOOLS		FY2020	FY2021	FY2022	FY2023	FY2023
SCHOOL		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013001	ANDOVER SCHOOL SALARIES					
	5110 REGULAR WAGES	\$69,958,598	\$72,149,779	\$75,617,287	\$77,899,943	\$77,899,943
	SUBTOTAL	\$69,958,598	\$72,149,779	\$75,617,287	\$77,899,943	\$77,899,943
013002	ANDOVER SCHOOL EXPENSES					
	5700 UNCLASSIFIED EXP	\$15,971,210	\$17,096,921	\$16,976,165	\$17,226,948	\$17,226,948
	SUBTOTAL	\$15,971,210	\$17,096,921	\$16,976,165	\$17,226,948	\$17,226,948
	TOTAL ANDOVER SCHOOL	\$85,929,808	\$89,246,700	\$92,593,452	\$95,126,891	\$95,126,891

SECTION 5



FIXED AND UNCLASSIFIED EXPENSES

TECHNICAL SCHOOLS

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

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

TECHNICAL SCHOOLS		FY2020	FY2021	FY2022	FY2023	FY2023
TECHNICAL SCHOOLS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013012	TECHNICAL SCHOOL EXPENSES					
	5295 OTHER CHGS/SERVICES	<u>\$673,805</u>	<u>\$768,834</u>	<u>\$800,000</u>	<u>\$1,074,000</u>	<u>\$1,074,000</u>
TOTAL	SUBTOTAL	<u>\$673,805</u>	<u>\$768,834</u>	<u>\$800,000</u>	<u>\$1,074,000</u>	<u>\$1,074,000</u>
	TOTAL TECHNICAL SCHOOLS	\$673,805	\$768,834	\$800,000	\$1,074,000	\$1,074,000

DEBT SERVICE INFORMATION

Debt Service Fund

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

DEBT PRINCIPAL		FY2020	FY2021	FY2022	FY2023	FY2023
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017102	NON-EXEMPT DEBT SERVICE PRINCIPAL					
	5741 SCHOOL LOANS	\$1,733,500	\$1,748,000	\$1,872,033	\$2,039,250	\$2,643,250
	5742 WATER LOANS *	\$1,650,819	\$1,953,391	\$0	\$0	\$0
	5743 SEWER LOANS *	\$1,905,000	\$1,890,000	\$0	\$0	\$0
	5744 STREET LOANS	\$285,000	\$260,000	\$460,200	\$539,300	\$539,300
	5745 MUNICIPAL BLDGS LOANS	\$1,397,750	\$1,544,750	\$2,144,500	\$2,031,400	\$2,031,400
	5746 PUBLIC SAFETY LOANS	\$202,500	\$239,000	\$280,000	\$267,000	\$267,000
	5747 LAND ACQ LOANS	\$415,000	\$415,000	\$415,000	\$450,000	\$450,000
	5737 PENSION OBLIGATION PRINCIPAL	\$0	\$0	\$0	\$6,755,000	\$6,755,000
	5749 OTHER MUN PURPOSES	\$139,124	\$139,757	\$140,403	\$141,064	\$141,064
	SUBTOTAL	<u>\$7,728,693</u>	<u>\$8,189,898</u>	<u>\$5,312,136</u>	<u>\$12,223,014</u>	<u>\$12,827,014</u>
017112	EXEMPT DEBT SERVICE PRINCIPAL					
	5741 SCHOOL LOANS	\$2,330,000	\$2,195,000	\$2,037,000	\$2,115,000	\$2,115,000
	5746 PUBLIC SAFETY LOANS	\$541,250	\$531,250	\$255,600	\$23,300	\$23,300
	SUBTOTAL	<u>\$2,871,250</u>	<u>\$2,726,250</u>	<u>\$2,292,600</u>	<u>\$2,138,300</u>	<u>\$2,138,300</u>
	TOTAL DEBT PRINCIPAL	\$10,599,943	\$10,916,148	\$7,604,736	\$14,361,314	\$14,965,314
DEBT INTEREST		FY2020	FY2021	FY2022	FY2023	FY2023
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017502	NON-EXEMPT DEBT SERVICE INTEREST					
	5732 INT ON BANS NON-EXEMPT	\$8,010	\$26,164	\$80,000	\$80,000	\$80,000
	573202 BANS NON-EXEMPT WATER	\$27,123	\$2,192	\$0	\$0	\$0
	5739 BOND ISSUE EXPENSE	\$7,847	\$3,885	\$105,000	\$105,000	\$105,000
	5741 SCHOOL LOANS	\$759,099	\$667,305	\$743,007	\$767,150	\$767,150
	5742 WATER LOANS *	\$592,093	\$769,522	\$0	\$0	\$0
	5743 SEWER LOANS *	\$401,726	\$332,220	\$0	\$0	\$0
	5744 STREET LOANS	\$93,427	\$76,018	\$151,370	\$185,052	\$185,052
	5745 MUNICIPAL BLDGS LOANS	\$1,205,472	\$1,132,644	\$1,351,755	\$1,421,995	\$1,421,995
	5746 PUBLIC SAFETY LOANS	\$101,900	\$80,409	\$103,264	\$95,075	\$95,075
	5747 LAND ACQ LOANS	\$130,269	\$113,721	\$96,927	\$185,633	\$185,633
	5737 PENSION OBLIGATION	\$0	\$53,206	\$0	\$4,570,292	\$4,570,292
	5749 OTHER MUN PURPOSES	\$57,832	\$0	\$48,555	\$43,827	\$43,827
	5749 OTHER MUN PURPOSES TRANSFER	\$0	\$1,690,150	\$0	\$0	\$0
	SUBTOTAL	<u>\$3,384,798</u>	<u>\$4,947,436</u>	<u>\$2,679,878</u>	<u>\$7,454,024</u>	<u>\$7,454,024</u>
017512	EXEMPT DEBT SERVICE INTEREST					
	5741 SCHOOL LOANS	\$935,997	\$847,272	\$758,568	\$908,716	\$908,716
	5746 PUBLIC SAFETY LOANS	\$51,863	\$27,927	\$14,371	\$5,838	\$5,838
	SUBTOTAL	<u>\$987,860</u>	<u>\$875,199</u>	<u>\$772,939</u>	<u>\$914,554</u>	<u>\$914,554</u>
	TOTAL DEBT INTEREST	\$4,372,658	\$5,822,635	\$3,452,817	\$8,368,578	\$8,368,578
	DEBT SERVICE EXPENSES					
	FROM CABLE FUND	\$ (239,637)	\$ (189,000)	\$ -	\$ -	\$ -
	SUBTOTAL	<u>\$ (239,637)</u>	<u>\$ (189,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	TOTAL DEBT SERVICE	\$14,972,601	\$16,738,783	\$11,057,553	\$22,729,892	\$23,333,892

DEBT SERVICE INFORMATION

Debt Analysis Tool

	<u>AMOUNT</u>	<u>YEARS</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>TOTAL ALL YEARS</u>
NON-EXEMPT DEBT									
EXISTING									
SCHOOL			2,375,707	2,278,183	2,126,767	2,040,044	1,962,834	1,836,329	16,955,954
STREET			338,571	290,352	276,392	267,452	248,423	225,756	1,898,913
MUNICIPAL FACILITIES			2,992,941	2,643,128	2,567,813	2,497,951	2,351,536	2,315,369	45,095,670
PUBLIC SAFETY			383,264	275,675	265,925	256,175	187,925	176,300	2,467,225
LAND ACQUISITION			511,930	494,995	473,124	402,670	328,906	263,394	2,476,699
OTHER			188,958	184,894	181,159	177,364	173,495	145,629	1,853,498
TOTAL EXISTING DEBT			6,791,371	6,167,227	5,891,180	5,641,656	5,253,119	4,962,777	70,747,959
AUTHORIZED BORROW/BORROW FY22 AND AFTER									
TECHNOLOGY HARDWARE & SOFTWARE	200,000	5	-	48,000	46,400	44,800	43,200	41,600	171,200
DOWNTOWN AMENITIES	400,000	10	-	56,000	54,400	52,800	51,200	49,600	432,000
TOWN BRIDGE EVALUATION/MAINTENANCE	500,000	10	-	70,000	68,000	66,000	64,000	62,000	610,000
MAJOR TOWN PROJECTS	725,000	10	-	101,500	98,600	95,700	92,800	89,900	884,500
TOWN AND SCHOOL ENERGY INITIATIVES	200,000	10	-	31,723	28,300	27,300	26,300	25,300	250,523
MINOR STORM DRAIN IMPROVEMENTS	200,000	10	-	28,000	27,200	26,400	25,600	24,800	244,000
SIDEWALKS	950,000	10	-	133,000	129,200	125,400	121,600	117,800	1,159,000
MAJOR SCHOOL PROJECTS	230,000	10	-	30,538	27,350	26,350	25,350	24,350	222,763
LEDGE ROAD LANDFILL (Borrow FY23)	3,500,000	20	-	-	297,500	291,375	285,250	279,125	4,786,250
LEDGE ROAD LANDFILL (Borrow FY24)	3,195,000	20	-	-	-	271,575	265,984	260,393	4,369,165
MAJOR SCHOOL PROJECTS	1,978,000	20	-	195,350	169,175	163,925	158,675	153,425	2,538,800
MAJOR SCHOOL PROJECTS	280,000	10	-	39,200	38,080	36,960	35,840	34,720	341,600
CENTER AT PUNCHARD BLDG CONSTRUCTION (FY21) *	500,000	29	-	22,656	23,757	23,256	22,757	22,256	705,676
BALLARDALE FIRE CONSTRUCTION (Level Debt)	1,000,000	29	-	50,436	47,463	46,463	45,338	44,087	1,409,350
FIRE APPARATUS REPLACEMENT	360,000	5	-	86,400	83,520	80,640	77,760	74,880	403,200
BI-DIRECTIONAL AMPLIFIER SYSTEM - Repurpose FY22 ATM	200,000	5	-	48,000	46,400	44,800	43,200	41,600	224,000
HMD ST CONSTRUCTION (Essex, Shawsheen & Red Spring)	500,000	10	-	70,000	68,000	66,000	64,000	62,000	610,000
RENOVATE GROUND LEVEL FOR LIBRARY MAKERSPACE	225,000	10	-	38,157	34,175	32,925	31,675	30,425	278,957
RECONSTRUCTION/CONSTRUCTION OF SIDEWALKS	950,000	10	-	133,000	129,200	125,400	121,600	117,800	1,159,000
TOWN & SCHOOL ENERGY INITIATIVES	200,000	10	-	28,000	27,200	26,400	25,600	24,800	244,000
TOWN & SCHOOL ENERGY INITIATIVES	330,000	10	-	46,200	44,880	43,560	42,240	40,920	402,600
MAJOR SCHOOL PROJECTS	1,850,000	20	-	175,379	154,225	149,475	144,725	139,975	2,384,679
MAJOR SCHOOL PROJECTS	975,000	20	-	87,750	85,800	83,850	81,900	79,950	1,384,500
PURCHASE PARK PROPERTY (Level Debt-\$1,025,000 Free Cash)	3,000,000	30	-	140,638	142,150	144,025	140,775	142,400	4,268,427
OTHER	-		-	339,625	299,166	284,002	273,960	259,047	1,455,800
	22,448,000		-	1,999,552	2,170,141	2,379,381	2,316,329	2,248,153	30,939,990
TOTAL FUTURE DEBT			6,791,371	8,166,779	8,061,321	8,021,037	7,569,448	7,210,930	101,687,949
ESTIMATED BORROW FY23 AND AFTER									
FIRE APPARATUS REPLACEMENT (FY24, FY25 & FY27)	-	5	-	-	-	88,800	121,840	117,680	2,563,400
MULTI BAND PORTABLE RADIOS	200,000	5	-	-	48,000	94,400	91,200	88,000	448,000
DPW LARGE VEHICLES	400,000	10	-	-	56,000	130,000	217,415	286,370	3,061,285
MINOR STORM DRAIN IMPROVEMENTS (FY23 and FY25)	-	10	-	-	-	-	42,000	40,800	732,000
TOWN BRIDGE EVALUATION/MAINTENANCE (FY24)	-	10	-	-	-	70,000	68,000	66,000	610,000
TOWN SIDEWALK PROGRAM	850,000	10	-	-	119,000	255,600	388,200	516,800	5,917,000
TOWN PARKS AND PLAYGROUND IMPROVEMENTS (FY23, FY24)	550,000	10	-	-	77,000	74,800	282,600	449,400	8,073,000
TOWN & SCHOOL ENERGY INITIATIVES	-	10	-	-	-	172,200	328,980	422,340	4,514,000
MAJOR TOWN PROJECTS	1,600,000	15	-	-	170,667	350,933	562,320	835,933	13,101,000
FIRE APPARATUS REPLACEMENT (FY26)	-	20	-	-	-	-	-	117,000	1,846,000
MAJOR SCHOOL PROJECTS	1,650,000	15	-	-	176,000	480,933	468,800	619,333	8,809,400
	-		-	-	-	-	-	-	-
TOTAL NEW DEBT	5,250,000		-	-	646,667	1,717,667	2,571,355	3,559,657	49,675,085
GRAND TOTAL (Net of Cable Funds)			6,791,371	8,166,779	8,707,988	9,738,704	10,140,803	10,770,587	151,363,034
GRAND TOTAL			6,791,371	8,166,779	8,707,988	9,738,704	10,140,803	10,770,587	101,687,949

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS										
DETAIL DEBT SCHEDULE BY FISCAL YEAR										
AS OF JANUARY 1, 2022										
PRINCIPAL & INTEREST										
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2023	2024	2025	2026	2027	TOTAL ALL YEARS	
EXEMPT DEBT										
SCHOOL										
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	12/22/11	3,361,700	318,543.75	-	-	-	-	-	318,543.75
BANCROFT FEASIBILITY	ART 59, 2009	12/22/11	162,000	11,500.00	11,275.00	6,100.00	5,971.88	5,837.51	-	67,637.55
MIDDLE/EL SCHOOL Refi NC	ART 9, 2000	12/19/12	1,500,000	159,600.00	154,000.00	148,400.00	142,800.00	-	-	604,800.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	14,000,000	957,250.00	929,250.00	901,250.00	873,250.00	845,250.00	-	9,109,625.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	13,055,000	949,062.50	916,312.50	883,562.50	845,812.50	826,312.50	-	9,630,812.50
BANCROFT SCHOOL	ART 1, 2013	3/6/14	2,435,000	174,150.00	168,150.00	162,150.00	156,150.00	152,550.00	-	1,774,950.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	100,000	7,162.50	6,962.50	6,762.50	6,562.50	6,412.50	-	79,637.50
BANCROFT SCHOOL	ART 1, 2013	6/19/15	779,000	56,487.50	54,887.50	53,287.50	51,687.50	50,487.50	-	603,162.50
BANCROFT SCHOOL	ART 3, 2010	12/15/16	967,000	73,950.00	72,450.00	70,700.00	68,700.00	66,700.00	-	901,525.00
WEST EL SHAWSHEN PRE-SCHOOL	ART 15 2021	12/16/21	6,695,000	316,008.98	318,456.26	316,581.26	319,331.26	316,706.26	-	9,528,774.85
TOTAL SCHOOL	017112-5741			3,023,715.23	2,631,743.76	2,548,793.76	2,470,265.64	2,270,256.27	-	32,619,468.65
			82,500,000	5,662,644.99	5,661,398.44	5,662,952.63	5,661,234.81	5,660,528.68	-	101,909,219.17
PENSION OBLIGATION BONDS				5,662,644.99	5,661,398.44	5,662,952.63	5,661,234.81	5,660,528.68	-	101,909,219.17
PUBLIC SAFETY										
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	80,000	5,300.00	5,100.00	-	-	-	-	10,400.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	425,000	23,837.50	23,020.00	22,100.00	21,180.00	20,260.00	-	139,577.50
TOTAL PUBLIC SAFETY CENTER	017112-5746			29,137.50	28,120.00	22,100.00	21,180.00	20,260.00	-	149,977.50
TOTAL EXEMPT				8,715,497.72	8,321,262.20	8,233,846.39	8,152,680.45	7,951,044.95	-	134,678,665.32
PUBLIC SERVICE ENTERPRISES										
WATER DEBT										
WATER TREATMENT PLANT	ART 42, 2002	12/22/11	473,000	46,473.75	43,483.75	-	-	-	-	89,957.50
WATER SYSTEM	ART 20, 2003	12/15/11	997,400	98,138.75	93,035.00	-	-	-	-	191,173.75
WATER MAINS REFINANCED	ART 43, 2002	12/19/12	235,050	21,976.00	21,176.00	19,788.00	-	-	-	62,940.00
WATER SYSTEM	ART 20, 2008	10/15/06	1,000,000	58,975.00	57,000.00	55,000.00	53,000.00	51,000.00	-	274,975.00
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	4,666,635	283,575.87	283,575.87	283,576.13	283,576.45	283,575.68	-	1,417,880.02
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	634,717	38,371.01	38,370.31	38,370.86	38,370.38	38,370.59	-	268,594.26
WATER SYSTEM	ART 20, 2003	12/1/07	1,472,000	85,662.50	82,862.50	80,062.50	77,218.75	74,331.25	-	471,581.25
WATER SYSTEM	ART 34, 2005	12/1/07	1,000,000	61,187.50	59,187.50	57,187.50	55,156.25	53,093.75	-	336,843.75
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	250,000	12,662.50	12,437.50	12,200.00	11,943.75	11,675.00	-	114,825.00
WATER MAINS	ART 31, 2010	12/19/12	500,000	34,187.50	33,187.50	32,187.50	31,187.50	30,187.50	-	325,343.76
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	500,000	36,281.26	35,031.26	33,781.26	32,531.26	31,781.26	-	369,781.32
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	1,439,000	101,587.50	98,087.50	94,587.50	91,087.50	88,987.50	-	1,035,387.50
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	500,000	55,000.00	52,500.00	-	-	-	-	107,500.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	1,000,000	72,562.50	70,062.50	67,562.50	65,062.50	63,562.50	-	739,562.50
GAC REPLACEMENT	ART 33, 2010	3/6/14	110,000	11,000.00	10,500.00	-	-	-	-	21,500.00
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012	6/19/15	500,000	56,000.00	54,000.00	52,000.00	-	-	-	162,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	500,000	56,000.00	54,000.00	52,000.00	-	-	-	162,000.00
FIRE HYDRANT INFRASTRUCTURE 1	ART 46, 2016	6/19/15	500,000	56,000.00	54,000.00	52,000.00	-	-	-	162,000.00
FIRE HYDRANT INFRASTRUCTURE 2	ART 22, 2014	6/19/15	500,000	56,000.00	54,000.00	52,000.00	-	-	-	162,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	340,000	38,800.00	32,400.00	31,200.00	-	-	-	102,400.00
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	1,375,800	162,190.00	153,065.00	148,340.00	142,940.00	133,620.00	-	704,155.00
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	1,308,000	124,800.00	120,300.00	110,925.00	106,675.00	102,425.00	-	1,121,025.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	464,300	42,150.00	40,650.00	39,150.00	37,650.00	36,150.00	-	391,950.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	276,800	27,350.00	26,350.00	25,350.00	24,350.00	23,350.00	-	229,925.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	464,300	42,150.00	40,650.00	39,150.00	37,650.00	36,150.00	-	391,950.00
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	93,500	7,025.00	6,775.00	6,525.00	6,275.00	6,025.00	-	65,325.00
WATER MAIN REPLACEMENT	ART 41, 2016	11/15/18	500,000	43,375.00	42,125.00	40,875.00	39,625.00	38,375.00	-	577,500.00
WATER MAIN REPLACEMENT	ART 27, 2017	11/15/18	1,500,000	130,125.00	126,375.00	122,625.00	118,875.00	115,125.00	-	1,732,500.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	11/15/18	200,000	21,975.00	21,225.00	20,475.00	19,725.00	18,975.00	-	193,125.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	11/15/18	90,000	7,675.00	7,425.00	7,175.00	6,925.00	6,675.00	-	76,000.00
WTP HEATING SYSTEM	ART 38, 2017	11/15/18	100,000	13,050.00	12,550.00	12,050.00	11,550.00	11,050.00	-	86,500.00
WATER MAIN REPLACEMENT	ART 41, 2016	12/18/19	500,000	40,531.26	39,281.26	38,031.26	36,781.26	35,531.26	-	571,172.01
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	597,000	48,500.00	47,000.00	45,500.00	44,000.00	42,500.00	-	678,000.00
WATER MAIN REPLACEMENT	ART 25, 2018	12/18/19	3,000,000	243,187.50	235,687.50	228,187.50	220,687.50	213,187.50	-	3,427,031.25
WATER MAIN REPLACEMENT	ART 29, 2019	12/18/19	2,000,000	162,125.00	157,125.00	152,125.00	147,125.00	142,125.00	-	2,284,687.50
WTP ELECTRICAL SUBSTATION REPLACEMENT	ART 27, 2018	12/17/20	1,306,400	110,650.00	102,275.00	99,025.00	95,775.00	92,525.00	-	1,548,850.00
WATER MAIN REPLACEMENT (MCWT 0% INTEREST)	VARIOUS	12/16/21	3,500,000	156,495.00	156,730.00	156,965.00	157,201.00	157,437.00	-	4,635,039.00
WTP ELECTRICAL SUBSTATION	ART 27 2018	12/16/21	2,757,000	325,592.36	286,125.00	277,375.00	268,625.00	259,875.00	-	4,515,092.36
WATER MAIN REPLACEMENT	ART 26 2020	12/16/21	300,000	256,364.03	228,100.00	221,100.00	214,100.00	207,100.00	-	3,555,964.03
WATER MAIN REPLACEMENT	ART 23 2021	12/16/21	100,000	279,079.17	245,250.00	237,750.00	230,250.00	222,750.00	-	3,870,079.17
WTP GENERATOR	ART 23 2021			93,026.39	81,750.00	79,250.00	76,750.00	74,250.00	-	1,290,026.39
TOTAL WATER				3,617,857.35	3,415,710.97	3,116,577.51	2,778,044.10	2,697,390.79	-	38,560,142.32
SEWER DEBT										
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1,941,350	182,025.00	-	-	-	-	-	182,025.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/01	485,000	45,506.25	-	-	-	-	-	45,506.25
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1,495,000	149,781.25	141,575.00	-	-	-	-	291,356.25
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/11	1,798,550	201,581.25	197,193.75	-	-	-	-	398,775.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/19/12	936,650	103,914.00	95,214.00	87,057.00	-	-	-	286,185.00
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	10/15/06	1,000,000	58,975.00	57,000.00	55,000.00	53,000.00	51,000.00	-	274,975.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	10/15/06	4,002,000	235,900.00	228,000.00	220,000.00	212,000.00	204,000.00	-	1,099,900.00
SEWER SO MAIN ST (Betterment)	ART 35, 2004	12/1/07	1,225,000	73,425.00	71,025.00	68,625.00	66,187.50	63,712.50	-	404,212.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/1/07	4,458,000	258,399.98	259,799.98	255,899.98	246,759.36	237,478.11	-	1,452,256.15
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	12/1/07	500,000	30,593.76	29,593.76	28,593.76	27,578.13	26,546.88	-	168,421.92
SEWER	Art 33, 2006	3/15/09	350,000	16,842.50	16,305.00	15,665.00	15,025.00	14,287.58	-	104,795.08
SEWER SHAWSHEN OUTFALL	Art 33, 2008	3/15/09	1,500,000	84,390.00	80,615.00	77,162.50	74,115.00	71,355.00	-	521,387.50
SEWER - DASCOMB ROAD (Betterment)	Art 36, 2007	3/15/09	200,000	11,262.50	10,837.50	10,412.50	9,987.50	9,562.50	-	69,125.00
SEWER KIRKLAND ROAD (Betterment)	Art 41, 2007	3/15/09	250,000	11,262.50	10,837.50	10,412.50	9,987.50	9,562.50	-	69,125.00
SEWER SAWSHEN PUMP STATION	Art 64, 2007	3/15/09	200,000	11,262.50	10,837.50	10,412.50	9,987.50	9,562.50	-	69,125.00
SEWER SHAWSHEN OUTFALL	Art 33, 2008	2/24/11	300,000	20,531.26	19,931.26	19,331.26	18,731.26	18,131.26	-	163,087.58
SEWER	ART 46, 2010	12/22/11	225,000	12,662.50	12,437.50	12,200.00	11,943.75	11,675.00	-	114,825.00
SEWER MAINS	ART 51, 2001	2/24/11	200,000	13,687.50	13,287.50	12,887.50	12,487.50	12,087.50	-	108,725.00
SHAWSHEN PUMPING STATION	ART 64, 2007	12/19/12	200,000	13,675.00	13					

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JANUARY 1, 2022									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2023	2024	2025	2026	2027	TOTAL ALL YEARS
GENERAL FUND NON-EXEMPT									
SCHOOL DEBT									
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12	480,000	51,300.00	49,500.00	47,700.00	45,900.00	-	194,400.00
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	200,000	11,395.00	11,000.00	10,600.00	10,200.00	-	43,195.00
SCHOOL HVAC	ART 46, 2006	12/1/07	200,000	14,280.00	-	-	-	-	14,280.00
WEST EL - ASBESTOS	ART 12, 2002	12/1/07	100,000	5,100.00	-	-	-	-	5,100.00
SCHOOL RENOVATIONS	ART 17, 2006	12/1/07	250,000	15,300.00	-	-	-	-	15,300.00
SCHOOL RENOVATIONS	ART 11, 2005	12/1/07	500,000	30,600.00	-	-	-	-	30,600.00
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	865,000	49,500.00	47,657.50	45,810.00	43,762.50	41,817.50	268,420.00
SCHOOL ROOF	ART 17, 2007	3/15/09	1,480,000	88,020.00	84,725.00	81,225.00	77,725.00	74,225.00	456,657.50
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	465,000	27,437.50	26,440.00	25,340.00	24,240.00	18,167.50	138,947.50
SCHOOL ROOF	ART 15, 2007	2/15/10	1,500,000	100,000.00	96,800.00	93,600.00	85,500.00	82,500.00	614,400.00
SCHOOL REMODELING	ART 28, 2007	2/15/10	300,000	18,900.00	18,300.00	17,700.00	17,100.00	16,500.00	119,700.00
SCHOOL REPAIRS	ART 27, 2008	2/15/10	1,000,000	63,000.00	61,000.00	59,000.00	57,000.00	55,000.00	399,000.00
SCHOOL REMODELING	ART 28, 2007	2/24/11	300,000	19,875.00	19,275.00	18,675.00	18,075.00	17,475.00	142,181.26
SCHOOL REPAIRS	ART 27, 2008	2/24/11	810,000	53,000.00	51,400.00	49,800.00	48,200.00	46,600.00	379,150.00
SCHOOL REPAIRS	ART 56, 2009	2/24/11	850,000	59,406.26	57,606.26	55,806.26	54,006.26	52,206.26	419,793.82
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	2,000,000	136,875.00	132,875.00	128,875.00	124,875.00	120,875.00	1,087,250.00
SCHOOL REMODELING	ART 16, 2011	12/22/11	925,000	56,981.25	55,968.75	54,900.00	53,746.88	52,537.51	516,712.55
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	655,000	43,043.75	37,312.50	36,600.00	35,831.25	35,025.00	349,531.25
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	525,000	31,656.25	31,093.75	30,500.00	29,859.38	29,187.51	287,062.55
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	650,000	41,062.50	39,862.50	38,662.50	37,462.50	36,262.50	326,175.00
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	1,000,000	79,950.00	77,350.00	74,750.00	72,150.00	69,550.00	440,700.00
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	530,000	34,187.50	33,187.50	32,187.50	31,187.50	30,187.50	325,343.76
BANCROFT SCHOOL	ART 1, 2013	3/6/14	927,000	65,306.26	63,056.26	60,806.26	58,556.26	57,206.26	665,606.32
SCHOOL REPAIRS	ART 36, 2013	3/6/14	900,000	65,306.26	63,056.26	60,806.26	58,556.26	57,206.26	665,606.32
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	2,400,000	174,150.00	168,150.00	162,150.00	156,150.00	152,550.00	1,774,950.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	1,250,000	107,200.00	102,950.00	93,700.00	89,700.00	87,300.00	648,250.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	1,500,000	127,000.00	123,000.00	119,000.00	115,000.00	112,000.00	914,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	285,000	21,000.00	20,400.00	19,800.00	19,200.00	18,750.00	218,062.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	432,500	51,725.00	50,375.00	43,900.00	42,300.00	38,250.00	226,550.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	475,000	52,425.00	51,075.00	49,500.00	47,700.00	45,900.00	246,600.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	475,000	52,425.00	51,075.00	49,500.00	47,700.00	45,900.00	246,600.00
COLLINS CENTER FAÇADE	ART 29, 2016	12/15/17	1,700,000	131,975.00	127,725.00	123,475.00	119,225.00	114,975.00	1,685,250.00
HIGH PLAIN/WOODHILL AC UPGRADE	ART 45, 2017	12/15/17	449,100	56,325.00	54,075.00	51,825.00	49,575.00	47,325.00	299,725.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	360,000	43,925.00	42,175.00	40,425.00	38,675.00	36,925.00	237,650.00
COLLINS CENTER FAÇADE	ART 29, 2016	11/15/18	300,000	26,025.00	25,275.00	24,525.00	23,775.00	23,025.00	346,500.00
HIGH PLAIN/WOODHILL AC UPGRADE	ART 45, 2017	11/15/18	275,000	38,500.00	37,000.00	30,625.00	29,375.00	28,125.00	216,125.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	11/15/18	370,000	51,500.00	44,625.00	42,875.00	41,125.00	39,375.00	293,000.00
MAJOR SCHOOL PROJECTS	ART 36, 2018	11/15/18	722,000	75,450.00	72,950.00	70,450.00	67,950.00	65,450.00	718,500.00
SCHOOL IMPROVEMENTS - SANBORN ELEMENTARY	ART 39, 2015	12/18/19	319,000	46,075.00	39,450.00	37,950.00	36,450.00	34,950.00	290,875.00
MAJOR SCHOOL PROJECTS	ART 28, 2019	12/17/20	600,000	61,000.00	59,000.00	57,000.00	55,000.00	53,000.00	688,200.00
MAJOR SCHOOL PROJECTS	ART 22 2020	12/16/21	1,978,000	195,349.44	169,175.00	163,925.00	158,675.00	153,425.00	2,538,799.44
MAJOR SCHOOL PROJECTS	ART 38 2019	12/16/21	180,000	30,537.92	27,350.00	26,350.00	25,350.00	24,350.00	222,762.92
MAJOR SCHOOL PROJECTS	ART 23 2021	12/16/21	1,850,000	175,378.19	154,225.00	149,475.00	144,725.00	139,975.00	2,384,678.19
TOTAL SCHOOL	017102-5741			2,679,448.08	2,477,516.28	2,379,793.78	2,291,583.79	2,154,078.80	22,102,190.88

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JANUARY 1, 2022									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2023	2024	2025	2026	2027	TOTAL ALL YEARS
STREET									
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	250,000	11,395.00	11,000.00	10,600.00	10,200.00	-	43,195.00
STORM DRAINS	ART 50, 2008	3/15/09	100,000	5,682.50	5,467.50	5,252.50	5,037.50	4,725.00	34,985.00
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	100,000	6,625.00	6,425.00	6,225.00	6,025.00	5,825.00	47,393.76
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	400,000	26,718.76	25,918.76	25,118.76	24,318.76	23,518.76	196,543.84
BRIDGE REPAIR	ART 24, 2011	12/22/11	100,000	6,331.25	6,218.75	6,100.00	5,971.88	5,837.51	57,412.55
PARKING LOT	ART 25, 2011	12/22/11	85,000	5,562.51	5,450.01	5,331.26	5,203.13	5,068.75	26,615.66
DRAINAGE	ART 33, 2011	12/22/11	200,000	12,662.50	12,437.50	12,200.00	11,943.75	11,675.00	114,825.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	280,000	19,687.50	19,087.50	18,487.50	17,887.50	17,287.50	136,725.00
BRIDGE REPAIR	ART 32, 2008	12/19/12	200,000	13,675.00	13,275.00	12,875.00	12,475.00	12,075.00	130,137.50
STORM DRAINAGE	ART 33, 2011	12/19/12	100,000	6,875.00	6,637.50	6,437.50	6,237.50	6,037.50	65,068.76
HIGH PLAIN FISHBROOK	ART 42, 2012	12/19/12	1,100,000	86,987.50	79,187.50	76,587.50	73,987.50	71,387.50	542,743.76
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	285,400	34,386.00	33,486.00	32,436.00	31,336.00	30,186.00	147,962.00
ENMORE STREET RECONSTRUCTION	ART 29, 2017	11/15/18	300,000	39,750.00	38,250.00	36,750.00	35,250.00	33,750.00	246,750.00
MINOR STORM DRAIN REPAIRS	ART 48, 2018	12/17/20	100,000	14,050.00	13,550.00	13,050.00	12,550.00	12,050.00	108,550.00
TOTAL STREET	017102-5744			290,351.02	276,391.02	267,451.02	248,423.52	225,755.52	1,898,907.83
MUNICIPAL FACILITIES									
TOWN HVAC	ART 46, 2006	12/1/07	250,000	16,320.00	-	-	-	-	16,320.00
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	255,000	10,975.00	10,545.00	10,212.50	9,777.50	9,245.00	59,570.00
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	290,000	16,847.50	16,192.50	15,537.50	14,882.50	14,227.50	94,847.50
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	75,000	4,180.00	4,020.00	3,957.50	3,792.50	3,627.50	24,685.00
TOWN BUILDINGS	ART 27, 2007	2/15/10	400,000	25,200.00	24,400.00	23,600.00	22,800.00	22,000.00	159,600.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	650,000	45,750.00	44,350.00	42,950.00	41,550.00	40,150.00	312,362.50
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	163,000	11,500.00	11,275.00	6,100.00	5,971.88	5,837.51	67,637.55
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	500,000	31,656.25	31,093.75	30,500.00	29,859.38	29,187.51	287,062.55
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	100,000	6,331.25	6,218.75	6,100.00	5,971.88	5,837.51	57,412.55
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	325,000	22,250.00	21,800.00	21,325.00	20,812.50	20,275.00	106,462.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	100,000	5,600.00	5,400.00	5,200.00	-	-	16,200.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	200,000	17,500.00	11,900.00	11,500.00	11,100.00	10,700.00	73,000.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	200,000	17,600.00	17,000.00	16,400.00	10,800.00	10,400.00	72,200.00
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	400,000	30,750.00	29,750.00	28,750.00	27,750.00	26,750.00	169,500.00
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	125,000	11,350.00	9,950.00	5,750.00	5,550.00	5,350.00	39,100.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	2,000,000	145,125.00	140,125.00	135,125.00	130,125.00	127,125.00	1,479,125.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	300,000	25,425.00	24,425.00	23,425.00	22,425.00	21,425.00	159,375.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	236,000	22,400.00	21,600.00	20,800.00	-	-	64,800.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	467,000	50,400.00	48,600.00	46,800.00	-	-	145,800.00
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	6/19/15	150,000	16,800.00	16,200.00	15,600.00	-	-	48,600.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	387,600	46,104.00	44,904.00	43,504.00	37,004.00	33,252.00	204,768.00
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	1,153,400	104,450.00	97,125.00	94,500.00	91,500.00	88,500.00	882,200.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	333,000	40,095.00	39,045.00	32,920.00	31,720.00	28,560.00	172,340.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	12/15/17	315,250	37,500.00	36,000.00	34,500.00	33,000.00	31,500.00	197,875.00
MEMORIAL PLAYSTAD PLAYGROUND	ART 57, 2016	12/15/17	108,650	12,400.00	11,900.00	11,400.00	10,900.00	10,400.00	62,075.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	8,868,000	474,725.00	474,725.00	474,725.00	474,725.00	474,725.00	12,329,292.00
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	288,300	37,000.00	35,500.00	34,000.00	27,625.00	26,375.00	185,875.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	270,800	31,375.00	30,125.00	28,875.00	27,625.00	26,375.00	169,750.00
SAFETY & COMMUNICATIONS UPGRADE PHASE II	ART 46, 2017	11/15/18	300,000	43,875.00	42,125.00	40,375.00	33,750.00	32,250.00	223,125.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	11/15/18	5,000,000	299,500.00	299,500.00	299,500.00	298,375.00	302,375.00	7,797,100.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	11/15/18	3,000,000	174,675.00	176,800.00	178,675.00	175,425.00	177,050.00	4,759,225.00
TOWN BUILDING PROJECTS	ART 34, 2018	11/15/18	775,000	82,125.00	79,375.00	71,750.00	69,250.00	66,750.00	770,500.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	11/15/18	173,000	25,000.00	19,125.00	18,375.00	17,625.00	16,875.00	128,500.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	11/15/18	226,575	22,825.00	22,075.00	21,325.00	20,575.00	19,825.00	236,400.00
PUBLIC WORKS SIDEWALK PLOW & DUMP TRUCK	ART 41, 2017	11/15/18	78,425	12,000.00	11,500.00	11,000.00	5,625.00	5,375.00	50,625.00
PUBLIC WORKS VEHICLES	ART 41, 2017	11/15/18	145,000	19,625.00	18,875.00	18,125.00	17,375.00	16,625.00	116,750.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/18/19	500,000	25,400.00	24,900.00	24,400.00	28,775.00	28,025.00	704,568.76
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	120,000	19,025.00	18,275.00	12,650.00	12,150.00	11,650.00	105,750.00
PUBLIC WORKS VEHICLES	ART 32, 2018	12/18/19	420,000	59,975.00	57,725.00	50,600.00	48,600.00	46,600.00	391,500.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/18/19	2,000,000	101,275.00	104,150.00	101,900.00	104,525.00	102,025.00	2,854,243.76
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/18/19	1,000,000	50,656.26	49,656.26	53,531.26	52,281.26	51,031.26	1,424,428.27
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/18/19	200,000	27,300.00	26,300.00	25,300.00	24,300.00	23,300.00	190,500.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	1,247,000	58,212.50	61,837.50	60,337.50	58,837.50	57,337.50	1,674,812.51
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	2,753,000	127,631.26	129,756.26	126,756.26	128,631.26	130,256.26	3,732,997.13
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	680,000	33,125.00	32,375.00	31,625.00	30,875.00	30,125.00	914,475.00
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	320,000	13,518.76	13,268.76	13,018.76	12,768.76	12,518.76	432,909.64
MAJOR TOWN BUILDING PROJECTS	ART 36, 2019	12/17/20	81,600	13,150.00	12,650.00	12,150.00	11,650.00	11,150.00	82,400.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/17/20	210,000	33,225.00	27,100.00	26,100.00	25,100.00	24,100.00	222,225.00
PUBLIC WORKS VEHICLES	ART 22, 2020	12/17/20	580,000	83,400.00	80,400.00	77,400.00	74,400.00	71,400.00	625,150.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/16/21	1,000,000	50,435.87	46,462.50	46,462.50	50,337.50	49,087.50	1,409,348.38
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/16/21	500,000	22,655.72	23,756.26	23,256.26	22,756.26	22,256.26	705,671.61
TOWN & SCHOOL ENERGY INITIATIVES	ART 23, 2021	12/16/21	200,000	31,722.78	28,300.00	27,300.00	26,300.00	25,300.00	250,527.78
LIBRARY MAKERSPACE RENOVATION	ART 23, 2021	12/16/21	225,000	38,156.81	34,175.00	32,925.00	31,675.00	30,425.00	278,956.81
TOTAL MUNICIPAL FACILITIES				2,786,098.96	2,701,506.54	2,627,894.04	2,482,604.68	2,442,437.07	47,740,159.80
PENSION OBLIGATION BONDS NON-EXEMPT	ART 7 2021	12/16/21	82,500,000	5,662,644.99	5,661,398.44	5,662,952.63	5,661,234.81	5,660,528.68	101,909,219.17
TOTAL PENSION OBLIGATION BONDS				5,662,644.99	5,661,398.44	5,662,952.63	5,661,234.81	5,660,528.68	101,909,219.17
PUBLIC SAFETY									
FIRE APPARATUS REPLACEMENT AMBULANCE	ART 42, 2017	11/15/18	270,000	38,250.00	36,750.00	35,250.00	33,750.00	32,250.00	207,000.00
FIRE LADDER TRUCK	ART 33, 2018	11/15/18	1,100,000	95,425.00	92,675.00	89,925.00	87,175.00	84,425.00	1,270,500.00
FIRE APPARATUS REPLACEMENT	ART 35, 2019	12/18/19	314,000	67,500.00	64,500.00	61,500.00	-	-	193,500.00
FIRE APPARATUS REPLACEMENT	ART 22, 2020	12/17/20	700,000	74,500.00	72,000.00	69,500.00	67,000.00	64,500.00	796,225.00
TOTAL PUBLIC SAFETY	017102-5746			275,675.00	265,925.00	256,175.00	187,925.00	176,300.00	2,467,225.00
LAND ACQUISITION									
LAND ACQUISITION REFINANCE	ART 23, 2002	12/19/12	469,400	49,440.00	47,640.00	44,370.00	-	-	141,450.00
LAND ACQUISITION REFINANCE	ART 32, 2000	12/19/12	657,700	74,870.00	72,070.00	71,085.00	-	-	1

GENERAL INSURANCE

General Insurance

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

GENERAL INSURANCE		FY2020	FY2021	FY2022	FY2023	FY2023	
INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR	
019452	GENERAL INSURANCE						
	5202	COMPREHENSIVE INS	\$521,190	\$496,257	\$640,000	\$704,000	\$704,000
	5711	WORKER'S COMP	\$492,148	\$573,454	\$600,000	\$660,000	\$660,000
	5975	TRANSFER TO TRUST	\$51,135	\$156,210	\$0	\$0	\$0
	SUBTOTAL		\$1,064,473	\$1,225,921	\$1,240,000	\$1,364,000	\$1,364,000
	TOTAL GENERAL INSURANCE		\$1,064,473	\$1,225,921	\$1,240,000	\$1,364,000	\$1,364,000

UNEMPLOYMENT COMPENSATION FUND

Unemployment Compensation Fund

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

	Beginning Balance	Appropriations	Earnings	Expenditures	Closing Balance
Fiscal 2021	\$380,837	\$160,000	\$714	\$630	\$540,921
Fiscal 2020	\$374,563	\$160,000	\$6,274	\$0	\$380,837
Fiscal 2019	\$357,190	\$160,000	\$4,084	\$146,711	\$374,563
Fiscal 2018	\$286,342	\$160,000	\$3,145	\$92,297	\$357,190
Fiscal 2017	\$275,494	\$160,000	\$1,532	\$150,684	\$286,342
Fiscal 2016	\$265,422	\$158,000	\$758	\$148,686	\$275,494
Fiscal 2015	\$59,446	\$395,000	\$262	\$189,286	\$265,422
Fiscal 2014	\$15,112	\$200,000	\$148	\$155,814	\$59,446
Fiscal 2013	\$42,765	\$121,000	\$109	\$148,762	\$15,112
Fiscal 2012	\$160,407	\$100,000	\$267	\$217,909	\$42,765
Fiscal 2011	\$89,596	\$204,619	\$322	\$134,130	\$160,407

UNEMPLOYMENT COMPENSATION			FY2020	FY2021	FY2022	FY2023	FY2023
UNEMPLOYMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019132	UNEMPLOYMENT COMPENSATION						
	5712	UNEMPLOYMENT COMP	\$160,000	\$163,147	\$160,000	\$164,000	\$164,000
	SUBTOTAL		\$160,000	\$163,147	\$160,000	\$164,000	\$164,000
	TOTAL UNEMPLOYMENT COMP		\$160,000	\$163,147	\$160,000	\$164,000	\$164,000

HEALTH INSURANCE

Health Insurance Fund

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

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

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

The Town Manager’s preliminary recommended FY23 appropriation for employee and retiree health insurance is \$23,034,797. This budget recommendation is based on an estimated increase in plan renewal rates effective July 1, 2022.

HEALTH INSURANCE		FY2020	FY2021	FY2022	FY2023	FY2023
HEALTH INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019142	HEALTH INSURANCE EXPENSES					
	5206 HEALTH INSURANCE	\$21,340,842	\$22,338,257	\$23,147,462	\$23,034,797	\$23,034,797
	SUBTOTAL	\$21,340,842	\$22,338,257	\$23,147,462	\$23,034,797	\$23,034,797
	TOTAL HEALTH INSURANCE	\$21,340,842	\$22,338,257	\$23,147,462	\$23,034,797	\$23,034,797

	BUDGET HEALTH INSURANCE	BUDGET RETIRED TEACHERS	TOTAL
FY2023	23,034,797		23,034,797
FY2022	23,147,462		23,147,462
FY2021	22,338,257		22,338,257
FY2020	21,340,842		21,340,842
FY2019	20,662,075		20,662,075
FY2018	19,257,000		19,257,000
FY2017	17,905,037		17,905,037
FY2016	17,052,416		17,052,416
FY2015	15,670,957	* 214,134	15,885,091
FY2014	14,000,000	2,235,835	16,235,835
FY2013	13,790,500	1,954,609	15,745,109
FY2012	14,355,000	1,914,379	16,269,379

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

OTHER POST EMPLOYMENT BENEFITS (OPEB)

Other Post Employment Benefits (OPEB)

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

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

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

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

In April 2015 the Andover Select Board established an OPEB Committee to study and report on the complex issue of OPEB and to make recommendations relative to managing the liability. The Committee issued its report dated March 31, 2016. As a result of this report, in April, 2016 the Andover Select Board voted to systematically increase the premium contribution split for health insurance for retirees under the age of 65 to 50% by FY2020 and appropriate the savings to the OPEB trust Fund. Based on this action it is projected that the Town will fully fund its OPEB liability by FY2047.

The Town has been appropriating funding into its OPEB Trust Fund since 2010. Funding has been requested at each Annual Town Meeting from various funding sources. The 2018 Annual Town Meeting appropriated a total of \$1,811,888 into the OPEB Trust Fund from the following sources: \$647,185 from Gen. Fund (Art. 4); \$330,000 from water rates; \$65,000 from sewer rates, and \$769,703 from health insurance savings. The balance in the OPEB Trust Fund as of 6/30/18 was \$7,668,276 including interest.

For FY2022, the Town Manager is recommending a total appropriation of \$1,812,001 from the following sources: \$696,947 from Gen. Fund (Art. 4); \$115,975 from water and sewer rates, and \$999,079 from health insurance savings. The appropriation is a 2.5% increase from the FY 2021 budget. The next actuarial valuation will reflect these results of these reform measures.

OPEB			FY2020	FY2021	FY2022	FY2023	FY2023
OTHER POST EMPLOYMENT BENEFITS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019152	OPEB						
	5950	FIXED COSTS	\$1,569,559	\$1,631,003	\$1,696,026	\$1,753,413	\$1,753,413
		SUBTOTAL	\$1,569,559	\$1,631,003	\$1,696,026	\$1,753,413	\$1,753,413
		TOTAL OPEB	\$1,569,559	\$1,631,003	\$1,696,026	\$1,753,413	\$1,753,413

RETIREMENT FUND

Retirement Fund

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

Addressing the Unfunded Pension Liability

Addressing unfunded liabilities has been a priority for the Town of Andover for the last several years. The funding ratio of the Andover Contributory Retirement System has historically been below 50% - Andover, the plan sponsor, is the only AAA rated community to have a Retirement System with a funding ration this low. While many communities across Massachusetts face challenges with their unfunded liabilities, Andover finds itself in a unique position: a town with strong financial management and the highest bond ratings, yet serving as the plan sponsor to one of the poorest funded retirement systems in Massachusetts. In recognition of this unique circumstance, a multi-faceted approach has been applied to addressing our liabilities.

Addressing the pension liability has relied on incremental steps in order to be in a position to seek a pension obligation bond. One major factor in the long-term plan to address unfunded liabilities was relying on realistic conservative assumptions. The town has used more conservative return assumptions on our balance sheet for the pension liability, and ultimately worked with the Retirement Board to lower the discount rate. The valuation as of January 1, 2020 used 7.00%; the valuation as of January 1, 2021 used 5.75% - one of the most conservative discount rates for public pension systems nationally.

In 2019, the town endeavored to create a voluntary employee contribution to address unfunded liabilities. This employee contribution was the first of its kind in Massachusetts and provides a new funding source for unfunded liabilities not reliant on property taxes. Known as the unfunded liability offset (ULO), 90% of town employees contribute 1% of their gross regular pay to a fund dedicated to addressing post-employment benefit liabilities. Employees who opt not to contribute waived a cost of living adjustment for the first fiscal year which also gave the town budgetary relief.

Also, in 2019, the town contributed an additional \$300,000 above the required appropriation toward the unfunded liability to the Andover Contributory Retirement System.

Despite increases in appropriations to the retirement system, and a new funding source through additional employee contributions, it became clear that the growth of the liability would outpace any funding effort short of a systemic change to how the unfunded liabilities were to be addressed.

In recognition of historically low interest rates, a working group representing town officials and Finance Committee members was assembled to study the feasibility of the issuance of pension obligation bonds in order to satisfy all or part of the town's unfunded pension liability.

At our 2020 Annual Town Meeting, voters approved *Article 6, Pension Obligation Bond Special Legislation*, which authorized the Select Board to submit to the General Court, special legislation that would allow the Town of Andover to issue a pension obligation bond. Ultimately, this led to the enactment of *Chapter 306 of the Acts of 2020 – An Act Authorizing the Town of Andover to Issue Pension Obligation Bonds or Notes*.

At the same Town Meeting, the town again contributed funds above and beyond the required appropriation toward the unfunded liability, this time an amount totaling \$1,700,000.

With the passage of the enabling legislation, the town developed a plan that focused on addressing the unfunded liability, while also saving taxpayers money. Once the conceptual plan had received approval from a variety of town boards and committees, an aggressive and thorough public outreach and information process began. The town held over 60 informational meetings on pension obligation bonds. Both the attendance and discussion at these sessions were robust and resulted in dialogue between the town and residents that ultimately made the plan better.

RETIREMENT FUND

Concurrent with the town’s effort to raise awareness of pension obligation bonds, the Andover Contributory Retirement Board voted to increase the number of hours an employee would need to work to be eligible for benefits from 19 hours to 30 hours. This reform enhanced confidence in the community that all stakeholders were actively working to address the pension issue in Andover.

Town Meeting and Ballot Box Approval

On June 5, 2021 Town Meeting approved Article 7 with 88% of voters in the affirmative, authorizing the town to issue a pension obligation bond. On June 15, 2021, voters at the Special Town Election approved the measure by 68.5%.

Issuing the Pension Obligation Bond

The Town of Andover appointed an Investment Advisory Committee to determine if the town should proceed with the issuance of a pension obligation bond, and if so – serve as an advisory body to the Retirement Board to determine the proper asset allocation of bond proceeds. In September, 2021 the Investment Committee recommended the town proceed with the issuance of a \$165M pension obligation bond, less any borrowing costs. After receiving approval from the Executive Office of Administration and Finance, the town issued a pension obligation bond in December, 2021 resulting in a true interest cost of 2.367%, significantly lower than projected. When the debt service costs associated with the pension obligation bond is compared with the most recent PERAC approved schedule, the savings is approximately \$142M.

The figure below includes the “normal costs” related to the town’s pension system, and does not include the unfunded liability

RETIREMENT		FY2020	FY2021	FY2022	FY2023	FY2023
RETIREMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019112	RETIREMENT EXPENSES					
	5721 PENSION CONTRIBUTORY	\$11,410,355	\$13,610,301	\$12,897,390	\$6,253,955	\$6,253,955
	SUBTOTAL	\$11,410,355	\$13,610,301	\$12,897,390	\$6,253,955	\$6,253,955
	TOTAL RETIREMENT	\$11,410,355	\$13,610,301	\$12,897,390	\$6,253,955	\$6,253,955

The above funding schedule includes the Andover Housing Authority contribution which is not reflected in the town’s budget.

COMPENSATION FUND / RESERVE FUND

Compensation Fund

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

COMPENSATION FUND		FY2020	FY2021	FY2022	FY2023	FY2023
COMPENSATION FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011301	COMPENSATION FUND SALARIES					
	5199 COMPENSATION PLAN	\$0	\$0	\$155,326	\$848,339	\$848,339
	SUBTOTAL	\$0	\$0	\$155,326	\$848,339	\$848,339
	TOTAL COMPENSATION FUND	\$0	\$0	\$155,326	\$848,339	\$848,339

Reserve Fund

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

RESERVE FUND		FY2020	FY2021	FY2022	FY2023	FY2023
RESERVE FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011322	RESERVE FUND EXPENSES					
	5700 UNCLASSIFIED EXP	\$0	\$0	\$200,000	\$200,000	\$200,000
	SUBTOTAL	\$0	\$0	\$200,000	\$200,000	\$200,000
	TOTAL RESERVE FUND	\$0	\$0	\$200,000	\$200,000	\$200,000

SECTION 6



REVENUE & EXPENDITURE PROJECTIONS

REVENUE & EXPENDITURE PROJECTIONS

	FY 2022	Dollar Change	Percent Change	FY 2023	Dollar Change	Percent Change	FY 2024	Dollar Change	Percent Change	FY 2025	Dollar Change	Percent Change	FY 2026	Dollar Change	Percent Change	FY 2027	Dollar Change	Percent Change	5 Year	5 Year	
																			Change	Average	
I. REVENUE																					
A. Prof. Fees/Taxes	157,943,309	6,511,659	4.33%	164,454,968	6,510,711	3.69%	168,897,793	6,387,825	3.89%	175,051,659	6,153,834	3.64%	181,559,373	6,495,549	3.56%	187,824,779	6,265,406	3.56%	4,965,452	3.06%	
2.1% Increase	3,926,083	166,792	4.33%	4,092,875	1,672,629	41.12%	4,259,504	1,672,629	39.60%	4,427,133	1,672,629	37.81%	4,604,762	1,672,629	36.11%	4,792,391	1,672,629	34.49%	124,654	3.06%	
New Growth	1,924,628	(823,770)	-42.80%	1,100,855	(718,143)	-65.24%	631,361	(587,152)	-92.84%	154,209	(977,943)	-634.36%	1,326,813	1,173,664	88.45%	1,600,400	273,587	17.03%	-	0.00%	
B. Int. Income	3,926,651	640,030	16.30%	4,566,681	646,030	14.16%	5,212,711	646,030	14.16%	5,858,741	646,030	11.08%	6,504,771	646,030	10.94%	7,150,801	646,030	9.18%	646,030	10.94%	
C. Local Receipts	14,227,330	5,970,205	42.00%	20,197,535	5,970,205	42.00%	26,167,740	5,970,205	29.60%	32,137,945	5,970,205	22.83%	38,108,150	5,970,205	18.59%	44,078,355	5,970,205	14.34%	5,970,205	14.34%	
D. Free Cash for Cap. & Artifacts	3,628,651	1,988,892	54.84%	5,617,543	1,988,892	54.84%	7,606,435	1,988,892	35.39%	9,595,327	1,988,892	25.92%	11,584,219	1,988,892	20.45%	13,573,111	1,988,892	17.18%	1,988,892	14.34%	
E. Other Revenues	186,779,913	6,838,101	3.66%	193,618,014	6,838,101	3.66%	200,456,115	6,838,101	3.49%	207,294,216	6,838,101	3.30%	214,132,317	6,838,101	3.17%	220,970,418	6,838,101	3.09%	6,838,101	3.09%	
TOTAL REVENUES	3,010,000	1,098,892	36.51%	4,108,892	1,098,892	36.51%	5,207,784	1,098,892	26.72%	6,306,676	1,098,892	20.99%	7,405,568	1,098,892	17.27%	8,504,460	1,098,892	13.04%	1,098,892	13.04%	
II. APPROPRIATIONS - Debt/Obligations/Capital																					
A. Capital & Debt Service	7,992,016	767,640	9.72%	8,759,656	767,640	9.72%	9,527,296	767,640	8.77%	10,294,936	767,640	7.37%	11,062,576	767,640	6.66%	11,830,216	767,640	6.45%	767,640	6.45%	
Non-Exempt Debt Service	3,085,537	(538,912)	-17.48%	2,546,625	(538,912)	-17.48%	2,007,713	(538,912)	-21.53%	1,468,801	(538,912)	-36.73%	929,889	(538,912)	-59.31%	390,977	(538,912)	-84.23%	(538,912)	-84.23%	
Debt Issuance	1,400,000	1,400,000	100.00%	1,400,000	1,400,000	100.00%	1,400,000	1,400,000	100.00%	1,400,000	1,400,000	100.00%	1,400,000	1,400,000	100.00%	1,400,000	1,400,000	100.00%	1,400,000	100.00%	
Capital Outlay	3,511,479	1,400,000	39.87%	4,911,479	1,400,000	28.40%	6,311,479	1,400,000	22.12%	7,711,479	1,400,000	17.89%	9,111,479	1,400,000	14.66%	10,511,479	1,400,000	12.43%	1,400,000	12.43%	
Total General Fund Capital	14,007,653	1,330,628	9.50%	15,339,281	1,330,628	9.50%	16,670,909	1,330,628	8.65%	18,002,537	1,330,628	7.81%	19,334,185	1,330,628	7.36%	20,665,813	1,330,628	6.91%	1,330,628	6.91%	
B. Obligations - Fixed Costs	12,897,380	(772,911)	-6.00%	12,124,469	(772,911)	-6.33%	11,351,558	(772,911)	-6.28%	10,578,647	(772,911)	-6.23%	9,805,736	(772,911)	-6.18%	9,052,825	(772,911)	-6.13%	(772,911)	-6.13%	
Retirement Est. Unfunded CF Contribution	1,240,000	14,079	1.13%	1,254,079	14,079	1.13%	1,268,158	14,079	1.13%	1,282,237	14,079	1.13%	1,296,316	14,079	1.13%	1,310,395	14,079	1.13%	14,079	1.13%	
Insurance/Workers Comp	180,000	692,230	384.57%	872,230	692,230	384.57%	1,464,460	692,230	79.25%	2,056,690	692,230	47.82%	2,648,920	692,230	32.84%	3,241,150	692,230	26.37%	692,230	26.37%	
Health Insurance	(689,079)	24,782,844	3598.68%	24,093,765	24,782,844	3598.68%	23,404,686	24,782,844	3598.68%	22,715,607	24,782,844	3598.68%	22,026,528	24,782,844	3598.68%	21,337,449	24,782,844	3598.68%	24,782,844	3598.68%	
Less: Retiree Savings To OPFB	(889,079)	-	0.00%	(889,079)	-	0.00%	(889,079)	-	0.00%	(889,079)	-	0.00%	(889,079)	-	0.00%	(889,079)	-	0.00%	-	0.00%	
Total Health Insurance	21,407,621	24,782,844	115.77%	23,204,686	24,782,844	115.77%	22,515,607	24,782,844	110.05%	21,826,528	24,782,844	113.53%	21,137,449	24,782,844	113.01%	20,448,370	24,782,844	111.49%	24,782,844	111.49%	
Total General Fund Obligations	59,208,431	(1,050,282)	-1.77%	58,158,152	(1,050,282)	-1.80%	56,997,457	(1,050,282)	-1.83%	55,836,762	(1,050,282)	-1.86%	54,676,067	(1,050,282)	-1.89%	53,515,372	(1,050,282)	-1.92%	(1,050,282)	-1.92%	
C. State Assessments	827,852	3,088,000	373.13%	3,915,852	3,088,000	373.13%	4,743,652	3,088,000	373.13%	5,571,452	3,088,000	373.13%	6,399,252	3,088,000	373.13%	7,227,052	3,088,000	373.13%	3,088,000	373.13%	
D. Office Aid - Assistance to Libraries	59,121	15,609	26.40%	74,730	15,609	26.40%	90,339	15,609	26.40%	105,948	15,609	26.40%	121,557	15,609	26.40%	137,166	15,609	26.40%	15,609	26.40%	
E. Office Aid - Assessment	721,642	15,609	2.16%	737,251	15,609	2.16%	752,860	15,609	2.16%	768,469	15,609	2.16%	784,078	15,609	2.16%	799,687	15,609	2.16%	15,609	2.16%	
F. Overly Balance	17,000	(14,000)	-82.35%	3,000	(14,000)	-82.35%	(11,000)	(14,000)	-82.35%	(23,000)	(14,000)	-82.35%	(35,000)	(14,000)	-82.35%	(47,000)	(14,000)	-82.35%	(14,000)	-82.35%	
G. Warrant Articles - From Taxation (for POB Reserve)	3,628,651	199,781	5.48%	3,828,432	199,781	5.48%	4,028,213	199,781	5.48%	4,227,994	199,781	5.48%	4,427,775	199,781	5.48%	4,627,556	199,781	5.48%	199,781	5.48%	
H. Warrant Articles - From Free Cash	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	0.00%	
I. Other - Court Judgments & Delicts	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	0.00%	
Total Debt/Obligations/Capital	59,208,431	(1,050,282)	-1.77%	58,158,152	(1,050,282)	-1.80%	56,997,457	(1,050,282)	-1.83%	55,836,762	(1,050,282)	-1.86%	54,676,067	(1,050,282)	-1.89%	53,515,372	(1,050,282)	-1.92%	(1,050,282)	-1.92%	
III. APPROPRIATIONS - Town & School Operations																					
Undeclared Liability Offset	44,693,384	1,198,178	2.70%	45,891,562	1,198,178	2.70%	47,089,740	1,198,178	2.70%	48,287,918	1,198,178	2.70%	49,486,096	1,198,178	2.70%	50,684,274	1,198,178	2.70%	1,198,178	2.70%	
HR Expense Transfer from School	230,000	-	0.00%	230,000	-	0.00%	230,000	-	0.00%	230,000	-	0.00%	230,000	-	0.00%	230,000	-	0.00%	-	0.00%	
Technology Transfer from School	-	3,346,751	3.346751%	3,346,751	3,346,751	3.346751%	3,346,751	3,346,751	3.346751%	3,346,751	3,346,751	3.346751%	3,346,751	3,346,751	3.346751%	3,346,751	3,346,751	3.346751%	3,346,751	3.346751%	
School Town	44,923,284	-	0.00%	44,923,284	-	0.00%	44,923,284	-	0.00%	44,923,284	-	0.00%	44,923,284	-	0.00%	44,923,284	-	0.00%	-	0.00%	
Tech Expense Transfer to Town	92,285,652	-	0.00%	92,285,652	-	0.00%	92,285,652	-	0.00%	92,285,652	-	0.00%	92,285,652	-	0.00%	92,285,652	-	0.00%	-	0.00%	
Tech Expense Transfer to School	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	0.00%	
School Transfer to Debt Service	92,593,452	-	0.00%	92,593,452	-	0.00%	92,593,452	-	0.00%	92,593,452	-	0.00%	92,593,452	-	0.00%	92,593,452	-	0.00%	-	0.00%	
Total School	197,779,913	5,932,770	3.00%	203,712,683	5,932,770	3.00%	209,646,453	5,932,770	2.95%	215,580,223	5,932,770	2.90%	221,514,003	5,932,770	2.85%	227,447,773	5,932,770	2.80%	5,932,770	2.80%	
Total Appropriations for Operations	197,779,913	5,932,770	3.00%	203,712,683	5,932,770	3.00%	209,646,453	5,932,770	2.95%	215,580,223	5,932,770	2.90%	221,514,003	5,932,770	2.85%	227,447,773	5,932,770	2.80%	5,932,770	2.80%	
BALANCE	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0.00%	

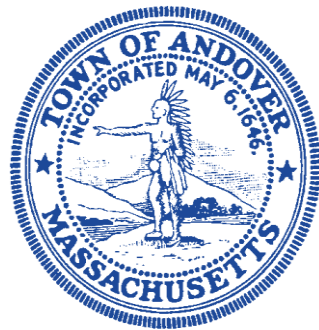
REVENUE & EXPENDITURE PROJECTIONS

	12/8/21					2/4/22					FY2027 PROJECTION	FY2026 PROJECTION	FY2025 PROJECTION	FY2024 PROJECTION	FY2023 PROJECTION	FY2022 RECAP	FY2022 PROJECTIONS	FY23 ASSUMPTIONS	
REVENUE AND EXPENDITURE PROJECTIONS																			
REVENUES																			
PROPERTY TAXES																			
Prior year Tax Levy Limit	157,043,309	162,894,038	168,897,793	175,051,659	181,399,373	187,834,779													Beginning tax levy limit based on full levy FY22
Annual Increase	3,920,083	4,072,531	4,222,445	4,376,291	4,530,984	4,695,619													Additional 2.3% allowed by law
Unfunded New Growth	1,924,628	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422													New growth estimate based on 3yr. avg.
Unfunded Levy Capacity	(453,739)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)													Unfunded Levy ATM 2015
Reserved Unfunded Levy	-	(2,162,645)	(2,526,999)	(2,851,259)	(3,138,000)	(3,388,919)													Unfunded Levy POB
TOTAL	162,488,281	166,435,148	172,425,261	178,508,120	184,747,478	191,142,905													
ADDITIONAL PROP 2 1/2 PROPERTY TAXES																			
Debt Service Exclusion (Existing)	3,065,537	2,736,844	2,659,865	2,570,895	2,491,447	2,290,517													Existing bonded projects
Less Premium Adjustment	(64,963)	(58,586)	(52,209)	(45,832)	(39,455)	(33,078)													Per Town Act calculation
Pension Obligation Bond (50% P&I)	-	316,009	318,577	316,582	316,582	316,707													
TOTAL	3,000,574	8,656,912	8,887,512	8,904,598	8,432,559	8,234,675													
STATE AID																			
Chapter 70 Education Aid	11,871,131	12,002,131	12,242,174	12,487,017	12,736,757	12,991,493													Gw Budget 1.26.22 Increase 2% FY24-FY27
Charter Tuition/Capital Assessment Reimbursement	13,937	106,999	106,999	106,999	106,999	106,999													Gw Budget 1.26.22
Reserve for Direct Expenditures (C/S Offsets)	59,121	65,599	65,599	65,599	65,599	65,599													Gw Budget 1.26.22
Veterans Benefits	44,665	19,473	19,473	19,473	19,473	19,473													Gw Budget 1.26.22
Vet. Blind, Surv Spouse Exempt	61,887	59,985	59,985	59,985	59,985	59,985													Gw Budget 1.26.22
State Owned Land	256,956	256,816	256,816	256,816	256,816	256,816													Gw Budget 1.26.22
General Municipal Aid	1,963,833	2,016,856	2,057,193	2,098,337	2,140,384	2,183,110													Gw Budget 1.26.22 Increase 2% FY24-FY27
TOTAL	14,237,530	14,572,860	14,808,239	15,094,226	15,385,933	15,683,474													
GENERAL LOCAL REVENUES																			
Motor Vehicle License	5,976,875	5,651,834	5,708,352	5,765,436	5,823,000	5,881,321													Increase 1% FY23-FY27
Licenses/Permits	2,354,000	2,377,540	2,401,315	2,425,329	2,449,582	2,474,078													Increase 1% FY23-FY27
Ponalties/Interest	480,000	480,000	480,000	480,000	480,000	480,000													Level Fund FY22
Fines	227,000	227,000	227,000	227,000	227,000	227,000													Level Fund FY22
General Government	364,963	358,586	352,209	345,832	339,455	333,078													Level Fund FY22 Plus Premium Adj
Fees	61,000	61,000	61,000	61,000	61,000	61,000													Level Fund FY22
Investment Income	200,000	204,000	208,000	212,242	216,886	220,816													Increase 2% FY23-FY27
Meals Tax	575,000	632,500	695,750	716,623	738,121	760,265													Increase 10% FY23 & FY24 Increase 3% FY25-FY27
Hotel/Motel Excise	900,000	990,000	1,089,000	1,089,000	1,089,000	1,089,000													DOR Est FY22 Plus 10% FY23 Level FY24-FY27
Medicaid Reimbursement	200,000	200,000	200,000	200,000	200,000	200,000													Level Fund FY22
Miscellaneous/PILOTS	440,713	451,721	474,600	474,600	486,465	498,584													Increase 2.5%
TOTAL	11,398,551	11,654,191	11,885,731	11,997,060	12,110,199	12,225,142													
OFFSET LOCAL REVENUES																			
Community Services	393,510	531,531	531,531	531,531	531,531	531,531													Based on avail bal/reserved direct exp within dept. budgets
Elder Services	106,000	106,000	106,000	106,000	106,000	106,000													
Municipal Facilities	20,000	40,000	60,000	80,000	80,000	80,000													
Spring Grove Cemetery	60,000	60,000	60,000	60,000	60,000	60,000													
Poker Off-Duty Fee	60,000	60,000	60,000	60,000	60,000	60,000													
Ambulance	1,250,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000													
TOTAL	1,889,510	2,097,531	2,127,531	2,127,531	2,147,531	2,147,531													
ENTERPRISE FUNDS																			
Water and Sewer Rates and Operating Reserves	16,234,886	16,360,537	16,889,708	16,974,231	17,318,259	17,774,319													
TOTAL	16,234,886	16,360,537	16,889,708	16,974,231	17,318,259	17,774,319													
OTHER AVAILABLE FUNDS: BUDGET																			
Off Street Parking Fund (Operating Budget)	151,960	152,426	152,426	152,426	152,426	152,426													Reserved direct expenditure in GF Dept Budget
Youth Services	25,000	25,000	25,000	25,000	25,000	25,000													
Cable - Technology P&I	-	-	-	-	-	-													
Cemetery Prepaid Care	6,000	6,000	6,000	6,000	6,000	6,000													Actual Debt Offset - Final Payment FY22
Andover Youth Foundation	30,000	30,000	30,000	30,000	30,000	30,000													Cemetery Maintenance
CD&P Wetland fees	25,000	25,000	25,000	25,000	25,000	25,000													Youth Center Exp
TOTAL	237,960	238,426	238,426	238,426	238,426	238,426													Wetlands
OTHER AVAILABLE FUNDS: ARTICLES																			
Cable TV	-	-	-	-	-	-													
Cable Operating	394,250	-	-	-	-	-													
Water/Sewer Reserves Articles	375,000	350,000	1,325,000	1,147,000	672,000	450,000													DPW L&S/SOK
Water/Sewer Reserves Operating	444,386	911,546	1,158,210	1,888,410	3,180,905	4,045,179													Water/Sewer Projections 11.5.21
Parking Funds	10,000	-	-	-	-	-													
Elder Service Stabilization Transfer	-	-	-	-	-	-													
Debt Re-Purpose	-	-	-	-	-	-													
Chatham Gas Settlement	-	-	-	-	-	-													
Bond Premium Stabilization	100,000	100,000	100,000	100,000	100,000	100,000													
TOTAL	2,562,056	1,391,546	2,443,210	3,135,410	3,952,905	4,595,179													
FREECASH																			
Capital Projects Articles	3,090,045	1,870,340	2,317,670	2,443,989	1,813,766	1,550,763													
Operating Budget	500,000	-	-	-	-	-													
Other Articles	3,626,651	1,870,340	2,317,670	2,443,989	1,813,766	1,550,763													
TOTAL	3,626,651	1,870,340	2,317,670	2,443,989	1,813,766	1,550,763													
* GRAND TOTAL REVENUES * INCREASE OVER PRIOR YEAR	215,637,999	223,212,490	231,723,287	239,043,592	246,147,037	253,592,414													
	3.00%	3.50%	3.80%	3.20%	3.00%	3.00%													

REVENUE & EXPENDITURE PROJECTIONS

REVENUE AND EXPENDITURE PROJECTIONS	12/31/21	2/4/22	FY2024	FY2025	FY2026	FY2027	FY23 ASSUMPTIONS
	RECAP	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION	
OBLIGATIONS							
Retirement	12,897,390		5,707,465	5,960,542	6,169,161	6,385,081	ARB 1/21 Funding Date 2040/575%
Normal Cost		739,303	1,471,179	1,600,196	1,664,204	1,730,773	Per KMS 1/21 Revised Valuation Funding Schedule M-1 1/28/22
Unfunded Estimate	1,240,000	1,560,400	1,500,400	1,650,440	1,815,484	1,997,032	Per KMS 1/21 Revised Valuation Funding Schedule M-1 1/28/22
Insurance/Workers Comp	160,000	164,000	172,305	172,305	176,610	181,025	Premium Based Program
Unemployment Compensation	24,742,244	24,815,945	25,312,264	27,357,285	29,254,225	31,886,163	Increase 2.3%
Health Insurance	(999,079)	(1,039,042)	(1,086,064)	(1,125,828)	(1,166,781)	(1,210,532)	Various FY23&FY24, 8% FY25-FY27
Health Insurance Savings Offset to OPEB	(955,975)	(742,106)	(1,144,044)	(1,186,865)	(1,197,245)	(1,210,000)	Retiree Savings to OPEB Contribution Change
Health Insurance Savings New Employee Contributions	877,832	1,000,326	1,145,269	1,300,000	1,477,175	1,684,106	Per FY11 Plan 30% Town 70% RMO Plans 20 New per Yr
State Assessments	7,452	10,452	10,000	10,000	10,000	10,000	Increase 2.3%
Other Capital	666,047	714,271	732,220	789,536	769,300	788,432	Revaluation 2.3%
OPEB Original	999,079	1,039,042	1,086,064	1,125,828	1,166,781	1,210,532	Per OPEB Funding Schedule
OPEB Additional Retire Savings	800,000	1,074,000	1,108,200	1,233,828	1,373,589	1,538,706	Increase 3%
Technical Schools	14,413,546	15,009,259	15,652,226	16,430,071	17,887,251	19,236,653	Per TM Projection OPEB Retiree Retirement Included FY23 Debt Included
Water and Sewer Operating/Debt Budget	59,121	65,869	68,599	65,599	65,599	65,599	Charity, Street Officers - Level Fund FY23
Reserves for Direct Expenditures		63,814	150,000	150,000	150,000	150,000	Overlay court judgments/deficits to be raised
Other Local Expenditures (Deficits to be Raised)		63,814	150,000	150,000	150,000	150,000	
TOTAL	55,962,939	50,383,099	52,395,928	56,326,374	60,175,855	64,323,957	
DEBT SERVICE							
Existing Non-Exempt General Fund Debt	6,701,371	6,167,227	5,901,180	5,641,656	5,353,119	4,962,777	Actual Debt
Anticipated Debt for Non-Exempt General Fund	1,015,645	1,999,522	1,970,075	2,098,329	2,142,346	1,989,106	Per 2/4/22 GF Debt Analysis
Non-Exempt Capital Projects	-	-	66,667	171,667	2,571,355	3,559,657	Per 2/4/22 GF Debt Analysis
School Debt Service	-	604,000	604,000	604,000	604,000	604,000	
Pension Obligation Bond (90% Non-Exempt)	-	5,662,645	5,661,399	5,662,953	5,661,235	5,660,529	
Pension Obligation Bond (90% Exempt)	-	5,662,645	5,661,399	5,662,953	5,661,235	5,660,529	
BANS Interest Non-Exempt	80,000	80,000	80,000	80,000	80,000	80,000	
New Exempt Bond Issue Expense	105,000	105,000	105,000	105,000	105,000	105,000	
General Fund Debt West EI	3,405,537	316,009	316,582	316,582	316,582	316,582	
Existing Exempt Debt - School and Public Safety Center	11,087,555	2,736,844	2,659,865	2,570,895	2,491,447	2,390,517	Actual Debt
TOTAL	34,065,537	23,333,893	23,498,941	24,457,085	24,789,092	25,228,822	
Capital Projects Fund from taxation							
Capital Projects Fund from taxation	3,010,000	2,756,900	2,875,000	2,225,000	2,190,000	1,975,000	FY23-FY27 CIP Requests-5.72%/Free Cash to Balance FY24-FY27
TOTAL	3,010,000	2,756,900	2,875,000	2,225,000	2,190,000	1,975,000	
OFFSET AVAILABLE FUNDS EXPENDITURES							
Offset Local Revenues	1,899,510	2,097,531	2,175,531	2,147,531	2,147,531	2,147,531	
Other Available Funds - Budget	251,960	232,424	232,424	232,424	232,424	232,424	
TOTAL	2,121,470	2,329,957	2,399,957	2,379,957	2,379,957	2,379,957	Pending (\$152,426) Withdrawals(\$25,000)/ATF(\$30,000)/ANS(\$25,000)
ARTICLES							
Transfer to Stabilization Fund	-	-	-	-	-	-	
Transfer to POB Stabilization Reserve Fund	-	-	-	-	-	-	
OPEB - Free Cash	-	252,481	95,518	206,235	307,533	498,304	Per TM Spreadsheet
Bond Stabilization Fund - Free Cash	-	-	-	-	-	-	
Capital Projects - Free Cash	-	-	-	-	-	-	
Operating Budget - Free Cash	3,090,645	1,870,340	2,317,670	2,443,989	1,813,766	1,550,763	FY23 CIP
Operating Budget (86%) - FY21 - Free Cash/Deficits	258,006	650,000	1,206,000	1,147,000	672,000	450,000	DPW 12-5359K
Articles from Water/Sewer reserves rates	673,000	-	-	-	-	-	
Articles from Fund	-	-	-	-	-	-	
Elde Services Stabilization Transfer	-	-	-	-	-	-	
Cable Operating	944,250	31,000	31,000	31,000	31,000	31,000	Transp-S12K, Civic Events-S5K, Fireworks-S14K
Articles from taxation	17,000	-	-	-	-	-	
Debt Re-Purpose	1,238,430	36,000	36,000	36,000	36,000	36,000	
Other Available Funds	16,000	2,839,821	3,085,188	3,864,224	2,800,299	2,470,067	Generosity-S6K Overlay S8K
TOTAL	5,969,321	8,643,269	8,643,269	8,925,439	9,239,520	9,633,303	
* TOTAL DEDUCTIONS *	78,121,283	141,569,226	146,908,293	149,788,952	153,751,836	157,208,611	
BAL. FOR TOWN & SCHOOL OPERATING BUDGETS	137,516,716	4,052,804	5,139,073	2,809,660	3,962,884	3,456,775	
\$ INCREASE FOR TOWNS & SCHOOL OPERATING BUDGET	4,772,924	2,935%	3,77%	1.96%	2.65%	2.25%	
% INCREASE OVER PRIOR YEAR	3.60%	215,617,999	221,212,900	239,043,592	246,147,037	253,592,414	
SCHOOL OPERATING BUDGET	91,369,381	94,066,100	97,613,569	99,527,851	102,166,456	104,466,318	
\$ Inc/Dec	3,172,206	2,696,320	3,547,469	1,914,342	2,638,605	2,299,862	
% Inc/Dec	3.60%	2.95%	3.77%	1.96%	2.65%	2.25%	
TOWN OPERATING BUDGET (inc Water/Sewer Alloc)	46,151,617	47,513,089	49,304,333	50,270,698	51,602,871	52,763,956	
\$ Inc/Dec	1,603,325	1,361,473	1,791,243	965,365	1,332,173	1,161,065	
% Inc/Dec	3.60%	2.95%	3.77%	1.96%	2.65%	2.25%	

SECTION 7



PROPERTY TAX INFORMATION

PROPERTY TAX INFORMATION

PROPOSITION 2½ AND ANDOVER

WHAT IS PROPOSITION 2½?

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

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

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

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

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

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

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

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

THE OVERRIDE PROCESS

Increasing taxes to pay for additional services, projects, or purchases is a two-step process. A referendum is necessary to increase the Levy Limit so that the Town can collect the additional taxes. Town Meeting must vote to authorize the spending of any Town funds. A 4/5 vote of the Select Board is required to place an override or exclusion question on the ballot. When scheduling an election, time must be allowed for legal notice requirements, printing of ballots, voter registration and absentee voting. State law establishes specific requirements regarding the wording of ballot questions.

PROPERTY TAX INFORMATION

Property Tax Limit History

Fiscal Year	Prop 2 1/2 Tax	Actual Tax	Excess Tax	Additional Taxes Debt Exclusion	Total Tax Levy	% Increase
	Levy Limit Prior Year	Levy Within 2 1/2	Levy Capacity**			Total Tax Levy
2023*	168,897,793	166,435,148	2,462,645	8,656,912	175,092,060	5.8%
2022	162,894,020	162,458,281	435,739	3,000,574	165,458,855	3.7%
2021	157,043,310	155,958,541	1,084,769	3,530,110	159,488,651	5.2%
2020	150,531,621	147,828,886	2,702,735	3,782,989	151,611,875	4.3%
2019	142,600,950	141,467,385	1,133,565	3,902,896	145,370,281	4.3%
2018	136,417,581	135,311,707	1,105,875	4,040,852	139,352,559	4.8%
2017	130,709,371	129,385,935	1,323,436	3,597,424	132,983,359	4.1%
2016	124,996,152	123,392,381	1,603,771	4,304,490	127,696,871	4.5%
2015	119,797,140	117,795,354	2,001,786	4,438,406	122,233,760	4.0%
2014	114,580,069	114,227,432	352,637	3,278,583	117,506,015	5.0%
2013	110,260,241	109,544,429	715,812	2,349,085	111,893,514	2.8%
2012	106,128,017	105,926,697	201,320	2,947,458	108,874,155	4.1%
2011	101,868,863	101,747,938	70,925	2,860,362	104,608,300	3.3%
2010	98,313,489	98,252,625	60,864	3,037,491	101,290,116	3.4%
2009	94,838,978	94,802,906	36,072	3,173,848	97,976,754	4.1%
2008	91,201,846	91,167,791	34,055	2,909,928	94,077,719	4.2%
2007	87,189,479	87,150,494	38,985	3,110,789	90,261,283	-

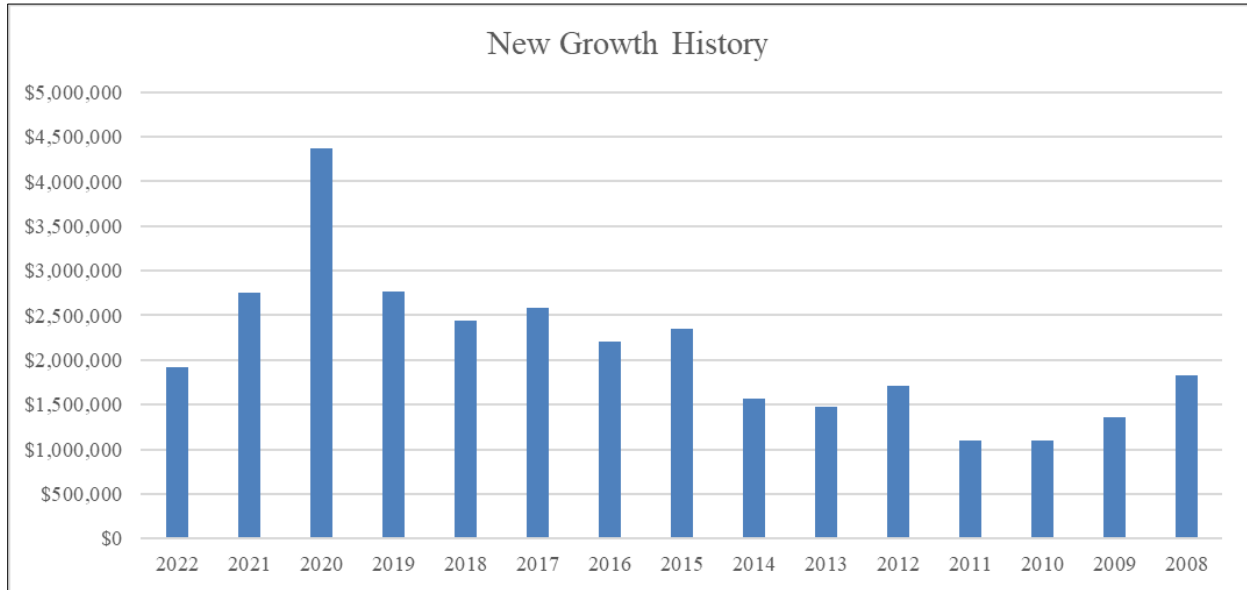
*Projection - based on budget and warrant article recommendations for the 2021 Annual Town Meeting

** Includes Reserved Unused Excess Capacity (POB)

Tax Growth from New Construction Activities

Fiscal Year	Residential/Open Space	Commercial/ Industrial	Personal Property	New Growth Total	New Growth Town Meeting Estimate
2022	716,694	649,410	558,524	1,924,628	1,931,422
2021	490,212	142,881	2,115,305	2,748,398	1,931,422
2020	1,322,590	648,436	2,394,621	4,365,647	2,471,589
2019	1,470,670	371,791	930,468	2,772,929	2,229,752
2018	1,132,911	478,376	829,189	2,440,476	2,039,798
2017	682,379	59,777	1,846,160	2,588,316	1,800,000
2016	852,206	353,649	998,228	2,204,083	1,800,000
2015	692,776	122,768	1,536,599	2,352,143	1,500,000
2014	593,070	107,515	863,155	1,563,740	1,500,000
2013	714,513	14,767	749,742	1,479,022	1,300,000
2012	470,623	71,686	1,170,123	1,712,432	1,097,538
2011	305,829	57,071	734,640	1,097,539	1,000,000
2010	271,613	109,918	722,005	1,103,536	1,500,000
2009	404,757	21,446	930,883	1,357,086	2,000,000
2008	772,937	328,929	730,764	1,832,630	2,000,000
2007	1,217,388	610,248	329,005	2,156,641	1,200,000

PROPERTY TAX INFORMATION



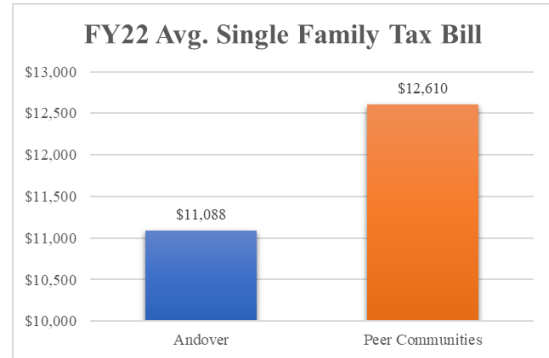
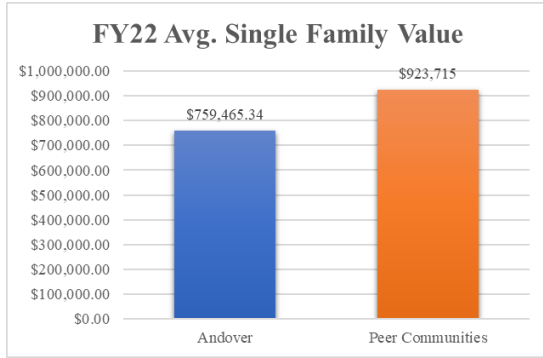
Calculation of FY2022 Property Tax Levy Limit

FY2021 TAX LEVY LIMIT	\$157,043,309	Beginning amount for FY2022
2.5% of FY2021 Levy Limit	3,926,083	
New Growth	<u>1,924,628</u>	Tax increase based on 10 year adjusted average of tax value of new construction
FY2022 TAX LEVY LIMIT	\$162,894,020	FY2022 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2022 EXEMPT DEBT SERVICE	<u>\$3,000,574</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2022 TOTAL TAX LEVY LIMIT	\$165,894,594	Estimated Maximum property taxes allowable for Fiscal Year 2022
Less		
FY2022 TAX LEVY	\$165,894,594	Estimated Amount of property taxes for Fiscal Year 2022
Equals		
FY2022 EXCESS TAX CAPACITY	\$435,739	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

Calculation of FY2023 Property Tax Levy Limit

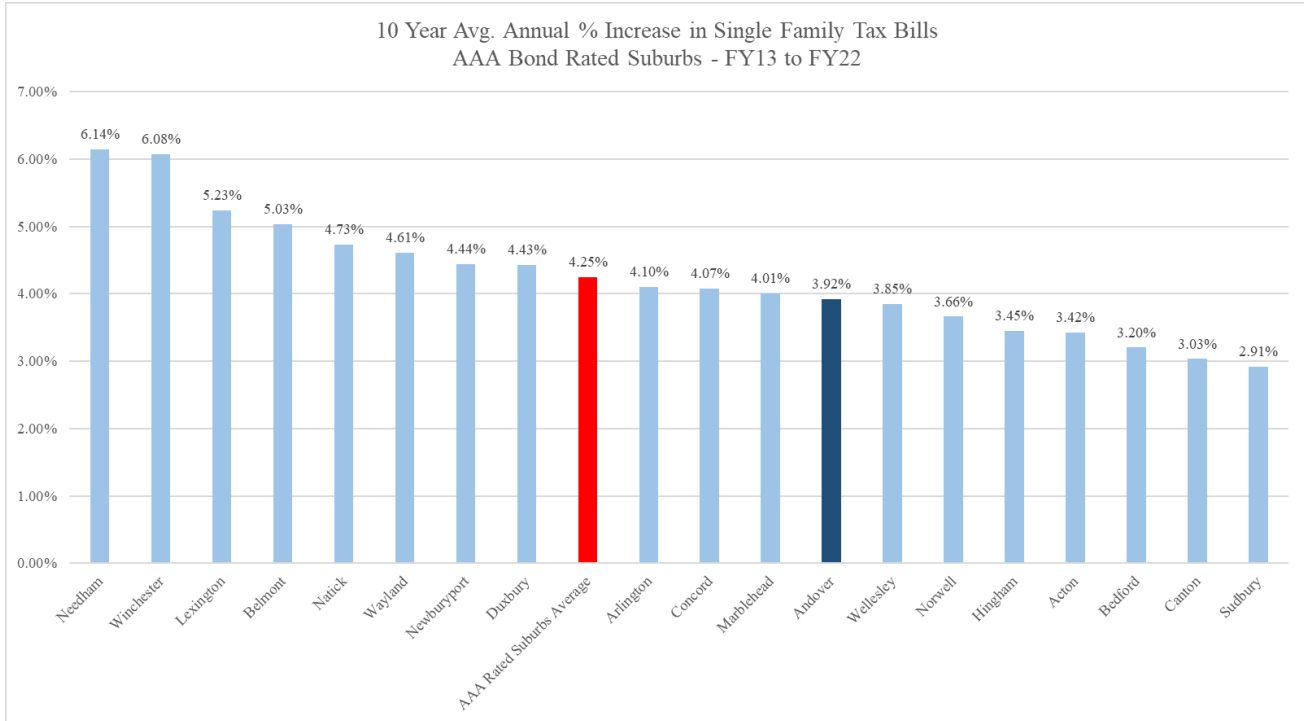
FY2022 TAX LEVY LIMIT	\$162,894,020	Beginning amount for FY2023
2.5% of FY2022 Levy Limit	4,072,350	
New Growth	<u>1,931,422</u>	Tax increase based on 10 year adjusted average of tax value of new construction
FY2023 TAX LEVY LIMIT	\$168,897,792	FY2023 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2023 EXEMPT DEBT SERVICE	<u>\$8,656,912</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2023 TOTAL TAX LEVY LIMIT	\$177,554,704	Estimated Maximum property taxes allowable for Fiscal Year 2023
Less		
FY2023 TAX LEVY	\$175,092,059	Estimated Amount of property taxes for Fiscal Year 2023
Equals		
FY2023 EXCESS TAX CAPACITY	\$2,462,645	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

PROPERTY TAX INFORMATION



FY2022 Valuation Breakdown - Single Family Homes		
Valuation Range (\$)	Number of Parcels	Percent of Total (Count)
\$0 to \$300,000	23	0.3%
\$300,001 to \$400,000	135	1.5%
\$400,001 to \$500,000	671	7.7%
\$500,001 to \$600,000	1,709	19.6%
\$600,001 to \$700,000	2,033	23.3%
\$700,001 to \$800,000	1,470	16.9%
\$800,001 to \$900,000	852	9.8%
\$900,001 to \$1,000,000	646	7.4%
\$1,000,001 to \$1,100,000	355	4.1%
\$1,100,001 to \$1,200,000	269	3.1%
\$1,200,001 to \$1,300,000	162	1.9%
\$1,300,001 to \$1,400,000	108	1.2%
\$1,400,001 to \$1,500,000	75	0.9%
\$1,500,001 to \$2,000,000	151	1.7%
\$2,000,000 and Up	61	0.7%
<i>Total</i>	8,720	100.0%

PROPERTY TAX INFORMATION



	Average Single Family Tax Bill - FY2013	Average Single Family Tax Bill - FY2022	10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Andover	\$7,967	\$11,088	\$3,121	\$312	39.17%	3.92%
AAA Rated Suburbs Average	\$8,793	\$12,530	\$3,736	\$374	42.49%	4.25%

SECTION 8



CAPITAL IMPROVEMENT PROGRAM (CIP)

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2023 CAPITAL IMPROVEMENT PROGRAM (CIP) TOWN MANAGER'S RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$29,335,511 for FY2023. 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 FY23 CIP of \$17,801,119 from the following funding sources:

General Fund Revenue:	\$ 2,756,500
Free Cash:	\$ 1,870,340
General Fund Non-Exempt Borrowing:	\$ 5,250,000
General Fund Exempt Borrowing	TBD
Special Dedicated Funds:	\$ 1,364,279
Water & Sewer Enterprise Funds:	\$ 6,560,000
Town Manager's Total CIP Recommendation for FY23:	<u>\$ 17,801,119</u>

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 FY2023 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

TM-1	Participatory Capital Budgeting	\$30,000
CDP-7	Conservation Land Management	\$15,000
CDP-8	Review of Andover Wetlands Protection By-Law	\$20,000
SUS-1	Climate and Sustainability Action Plan	\$40,000
FIN-1	MUNIS Financial Software Improvements	\$15,000
FIN-2	Patriot Assessing Software Upgrade	\$30,000
DPW-7a	Public Works Vehicles - Small	\$150,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
FAC-1	Town Projects - Buildings	\$445,000
FAC-2	Town Projects – Mech. & Electrical	\$345,000
FAC-3	Town & School Security Projects	\$100,000
FAC-4	Town Vehicle Replacement	\$65,000
FAC-5	Town Park and Playground Improvements	\$120,000
FAC-7	Town & School Energy Initiatives	\$90,000
SCH-1	School Projects – All Schools	\$870,000
SCH-2	School Projects – By Building	<u>\$401,500</u>
Total from General Fund Revenue		\$2,756,500

From Free Cash:

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

FR-1	Fire Apparatus Replacement	\$145,000
IT-1	Annual Staff Device Refresh	\$379,363
IT-2	Annual Student Device Refresh	\$436,477
IT-3	IT Platforms and Infrastructure	\$454,500
POL-1	Police Vehicle Replacement	\$205,000

CAPITAL IMPROVEMENT PROGRAM

DPW-2	Minor Sidewalk Repairs	<u>\$250,000</u>
Total from Free Cash		\$1,870,340

From General Fund Non-Exempt Borrowing:

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

FR-2	Multi-Band Portable Radios	\$200,000
DPW-4	Town Sidewalk Program	\$850,000
DPW-7b	Public Works Vehicles – Large	\$400,000
FAC-5	Town Parks & Playground Improvements	\$550,000
FAC-6	Major Town Projects	\$1,600,000
SCH-5	Major School Projects	<u>\$1,650,000</u>
Total from General Fund Borrowing		\$5,250,000

From General Fund Exempt Borrowing

TBD

From Special Dedicated Funds:

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

DPW-1	Annual Road Maintenance (Chapter 90)	<u>\$1,364,279</u>
Total from Special Dedicated Funds		\$1,364,279

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)	\$350,000
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000
DPW-34	Dale Street Pumping Station (SEB)	<u>\$210,000</u>
Total from Water & Sewer Enterprise Funds		<u>\$6,560,000</u>

CIP Total for FY23

\$17,801,119

CAPITAL IMPROVEMENT PROGRAM

Rqst. #	Request Title	Dept. Rqst. FY2023	TM's Rec. FY2023	TM's Plan FY2024	TM's Plan FY2025	TM's Plan FY2026	TM's Plan FY2027	Town Manager's Comments
General Fund Revenue (Capital Projects Fund)								
TM-1	Participatory Capital Budgeting	\$50,000	\$30,000	\$75,000	\$75,000	\$100,000	\$100,000	Supports Funding \$30,000 for FY23
CDP-1	Active Transportation Master Plan	\$50,000	\$0					Does Not Support Funding for FY23
CDP-2	Reservation Signage	\$16,135	\$0	\$200,000				Does Not Support Funding for FY23
CDP-4	Main Street Public Amenity Space				\$20,000	TBD		Placeholder for Future Need
CDP-5	Bowling Green Feasibility Study	\$30,000	\$0					Placeholder for Future Need
CDP-6	Adaptive Re-Use of Old Town Hall	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	Does Not Support Funding for FY23
CDP-7	Conservation Land Management	\$20,000	\$20,000					Supports Department's Request for FY23
CDP-8	Review of Andover Wetlands Protection By-Law	\$20,000	\$0					Supports Department's Request for FY23
CDP-9	Tactical Traffic Calming and Pictogramming	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	Does Not Support Funding for FY23
CDP-11	Record Scanning Project	\$29,000	\$0					Does Not Support Funding for FY23
CDP-12	Conservation Field Mower		\$0					Does Not Support Funding for FY23
CDP-13	Reichhold Site Restoration/Leveling Planting	\$40,000	\$40,000		\$72,000			Placeholder for Future Need
SUS-1	Climate and Sustainability Action Plan	\$200,000	\$0					Supports Department's Request for FY23
SUS-2	Woburn St Culvert Replacement Study (See General Fund Borrowing FY25)	\$15,000	\$15,000		\$15,000		\$15,000	Does Not Support Funding for FY23
FIN-1	MUNIS Financial Software Improvements	\$30,000	\$30,000					Supports Department's Request for FY23
FIN-2	Patriot Assessing Software Upgrade	\$40,000	\$0					Supports Department's Request for FY23
TC-1	Historical Records Preservation		\$0					Does Not Support Funding for FY23
POL-1	Police Vehicle Replacement (See Fire Club for FY23)	\$120,000	\$0	\$205,000	\$225,000	\$225,000	\$225,000	Placeholder for Future Need
FR-3	Radio Box Repeater System	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000	Does Not Support Funding for FY23
DPW-5	Irrigation Systems Replacement/Rehabilitation	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	Does Not Support Funding for FY23
DPW-6	Storm Water Management	\$301,650	\$150,000	\$192,750	\$154,000	\$149,350	\$155,000	Supports Funding \$150,000 for FY23
DPW-7a	Public Works Vehicles - Small	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	Supports Funding \$150,000 for FY23
DPW-15	Hazard Tree Removal	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	Does Not Support Funding for FY23
DPW-19	Stormwater Infrastructure Condition Assessment Program	\$100,000	\$0					Does Not Support Funding for FY23
DPW-20	Portable Soil Screener	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Supports Department's Request for FY23
DPW-28	Spring Grove Cemetery Improvements	\$445,000	\$445,000	\$450,000	\$470,000	\$475,000	\$500,000	Supports Department's Request for FY23
FAC-1	Town Projects - Building Division	\$345,000	\$345,000	\$360,000	\$375,000	\$385,000	\$390,000	Supports Department's Request for FY23
FAC-2	Town Projects - Mechanical & Electrical Division	\$100,000	\$100,000	\$290,000	\$330,000	\$240,000	\$150,000	Supports Funding \$100,000 for FY23
FAC-3	Town & School Security Projects	\$65,000	\$65,000	\$185,000	\$135,000	\$143,000	\$143,000	Supports Funding \$65,000 for FY23
FAC-4	Town Vehicle Replacement	\$90,000	\$90,000	\$905,000	\$950,000	\$980,000	\$1,035,000	Supports Funding \$90,000 for FY23
FAC-5	Town Parks and Playground Improvements (See General Fund Borrowing FY25 - FY27)	\$870,000	\$870,000	\$948,000	\$519,500	\$491,000	\$367,500	Supports Department's Request for FY23
FAC-7	Town & School Energy Initiatives (See GF Borrowing FY24-FY27)	\$401,500	\$401,500	\$4,840,750	\$3,785,500	\$3,633,350	\$3,332,500	Supports Funding \$401,500 for FY23
SCH-1	School Projects - All Schools							
SCH-2	School Projects - By Building							
Total General Fund Revenue		\$4,493,285	\$2,756,500	\$4,840,750	\$3,785,500	\$3,633,350	\$3,332,500	

SECTION 9



BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET PROCESS

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

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

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

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

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

BUDGET APPROPRIATION AND AMENDMENT

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

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET SCHEDULE

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

ANNUAL BUDGET REQUIREMENTS

Town of Andover Charter

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

§ 15. Estimate of Expenditures.

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

Town of Andover General By-laws

§ 6. Estimate of expenditures.

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FINANCIAL POLICIES

A. FISCAL POLICIES/GENERAL FUND

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

Fiscal Year	Certified Free Cash Going into Town Meeting	Free Cash as % of Budget	Amount Spent by Town Meeting	Amount Remaining after Town Meeting
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
2020	9,563,348	5.05%	3,428,870	6,134,478
2021	9,360,482	4.01%	3,628,652	5,731,830

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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

B. FISCAL POLICIES - WATER & SEWER

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

C. CAPITAL PLANNING POLICIES

1. General

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

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

CRITERIA FOR SETTING PRIORITIES:

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

FUNDING SOURCES:

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

- Water and Sewer Reserves, Cemetery Receipts, Parking Receipts, Field Rental Receipts; and Cable Franchise Fee Receipts;
 - General Fund Capital Outlay Exclusion;
 - Free Cash warrant articles.
 - **Departmental Operating Budget** – Projects/items of less than \$15,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets. The sources of revenues to support Operating budgets are:
 - General Fund
 - Water and sewer reserves, cemetery receipts, parking receipts, and rental receipts;
 - Departmental revolving receipts
2. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended. Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenues (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources could also be identified or new funding sources recommended.
 3. Capital projects should be reviewed in relation to impact on property tax limitation and annual operating budgets.
 - a. Projects funded with current tax revenues should identify the impact on the annual operating budget.
 - b. Projects funded with long-term debt and not exempted from Proposition 2 ½ should identify the impact on annual operating budgets.
 - c. Projects funded with long-term debt and exempted from Proposition 2 1/2 should identify the impact on the annual tax rate and/or tax bill. (Debt Exclusion)
 - d. Projects funded with capital exclusion should identify the impact on current annual tax rate and/or tax bill. (Capital Expenditure Exclusion)
 4. Funding for discretionary capital projects should be contingent on voter approval of either a debt exclusion or capital expenditure exclusion so that the limited resources available within Proposition 2½ remain available for Town and School operating needs and essential capital projects. Non-discretionary projects are those needed to protect health and safety or to meet legal mandates. Debt Exclusions or Capital Expenditure Exclusions may also be considered for non-discretionary projects on a non-contingent basis.
- D. DEBT MANAGEMENT POLICIES**
1. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.
 2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.) When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.
 3. General Fund debt service will not exceed 10% of General Fund revenues. The credit rating agencies, such as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self-supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10% benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.
 4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years. Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FUND DESCRIPTIONS

GOVERNMENTAL FUNDS

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

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

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

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

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

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

FIDUCIARY FUNDS

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

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

BASIS OF ACCOUNTING

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

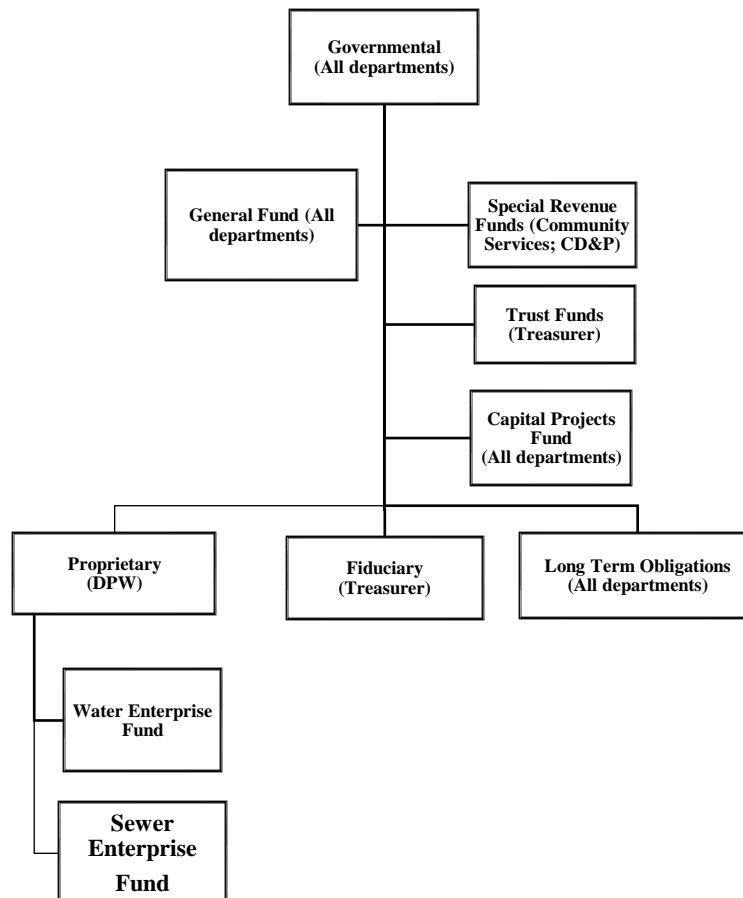
The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

BASIS OF BUDGETING

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

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

FUND RELATIONSHIP



RatingsDirect®

Summary:

Andover, Massachusetts; General Obligation

Primary Credit Analyst:

Krystal Tena, New York + 1 (212) 438-1628; krystal.tena@spglobal.com

Secondary Contact:

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

Table Of Contents

Rating Action

Stable Outlook

Credit Opinion

Related Research

Summary:

Andover, Massachusetts; General Obligation

Credit Profile

US\$165.0 mil GO pension bnds due 11/01/2039		
<i>Long Term Rating</i>	AAA/Stable	New
US\$28.045 mil GO mun purp loan of 2021 bonds due 09/15/2051		
<i>Long Term Rating</i>	AAA/Stable	New
Andover GO		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Andover GO mun purp ln		
<i>Long Term Rating</i>	AAA/Stable	Affirmed

Rating Action

S&P Global Ratings assigned its 'AAA' rating to Andover, Mass.' series 2021 general obligation (GO) municipal-purpose loan bonds (\$28.045 million) and its series 2021 general obligation pension bonds (\$165 million) and affirmed its 'AAA' rating on the town's existing GO debt. The outlook on all ratings is stable.

The town's full-faith-and credit pledge, subject to Proposition 2 1/2 limitations, secures the bonds and outstanding GO debt. We rate this issuance based on the application of our criteria "Issue Credit Ratings Linked To U.S. Public Finance Obligors' Creditworthiness," published Nov. 20, 2019. Despite limitations imposed by the commonwealth's levy limit law, we did not make a rating distinction between the town's limited- and unlimited-tax GO pledges.

Andover's GO bonds are eligible for a rating above the sovereign because we think the town can maintain better credit characteristics than the nation in a stress scenario. Under our criteria, titled "Ratings Above The Sovereign: Corporate And Government Ratings—Methodology And Assumptions," published Nov. 19, 2013, the town has a predominately locally derived revenue source with property taxes generating 75% of general fund revenue. The town also has independent taxing authority and treasury management from the federal government.

Officials plan to use series 2021 municipal purpose loan bond proceeds to fund various capital items and to permanently finance existing short-term debt. Proceeds of the 2021 pension obligation bonds (POB) will be paid to the Andover Retirement System and will be applied to the unfunded pension liability of the town.

Credit overview

The rating reflects Andover's local economy, which is characterized by very high wealth levels, with a large residential base and a strong commercial presence. The town has historically maintained its reserve levels at about 10% while also adhering to a comprehensive capital improvement plan, funded largely on a pay-go basis. We expect management, with well-embedded financial management policies and practices, will likely continue to produce at least break-even results. Town voters recently approved the issuance of \$175 million in POBs to fund the town's

outstanding pension liability; town voters additionally approved the exemption of \$87.5 million of the bonds from the limitations of Proposition 2 1/2, which provides the town with levying capacity should it be needed. In 2019, town employees also agreed to either a 1% deduction in pay to contribute to the unfunded liability or forego a cost of living adjustment, which is expected to yield \$250,000 to be allocated to the pension reserve. While the current issuance is expected to significantly increase in debt service payments, we expect the POBs will provide fixed-cost savings over the life of the bond and maintain the town's long-term liabilities.

The rating also reflects our opinion of the town's:

- Extremely wealthy, residential economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Formalized and comprehensive financial management policies support consistent operational results;
- Financial performance and fund balance levels diligently managed to balance operating needs; and
- Issuance of POBs, which weakens the debt profile, though a low discount rate (5.75%) and increased taxing capacity somewhat mitigates risk.

Environmental, social, and governance

We analyzed Andover's social, environmental, and governance risks relative to its economy, management, financial measures, and debt and liability profile and determined that all are in line with our view of the sector standard.

Stable Outlook

Downside scenario

Should the town's budgetary performance and flexibility experience sustained and significant deterioration, we could lower the rating.

Credit Opinion

Deep tax base with a largely residential economy anchored by robust commercial presence

Andover's has an estimated population of 36,182 and is located in Essex County in the Boston-Cambridge-Newton, Mass.-N.H. MSA, which we consider to be broad and diverse. While the town is primarily residential, accounting for approximately 82% of total assessed value (AV), the town's commercial base is robust. Top taxpayers include Columbia Gas of Massachusetts, Genetics Institute Inc (Pzifer), and Raytheon Co.; top 10 taxpayers total to 11.7% of the tax base. The town's location, approximately 25 miles north of Boston, on Interstates 93 and 495, provides residents with access to a broad range of employment opportunities across the deep and diverse MSA economy, with commuter rail stations facilitating travel to Boston and the region.

License and permitting has remained strong, with investment in commercial and residential development demonstrating stability, with new growth equal to about \$2 million, which is in line with its 10-year average.

Detailed and forward-looking management strategies and formalized policies

The town uses trends and commonwealth estimates to develop annual revenue and expenditure assumptions, which it

then uses to update its five-year budget forecast for complementing capital and budgetary planning. Management regularly monitors its budget, tracks revenue and expenditures, and reports budget-to-actual results to the finance committee at a minimum monthly. The town is permitted to make midyear budget adjustments, if needed, during special town meetings. It also has a five-year capital improvement plan and a capital budget that management approves and reprioritizes annually. The town adheres to a formal debt management policy when planning and addressing capital needs, including a policy that limits debt service in any one year to 10% of budgeted general expenditures, and targets principal amortization at 20 years. It has a formal reserve policy of maintaining reserves between 3% and 7% of expenditures, which it has exceeded recently. The town is taking steps to mitigate cyber security risk.

Conservative budgeting and reliable revenue sources facilitate stable operations

The town's fiscal year end is June 30. Its primary revenue source is property tax (74%), followed by intergovernmental revenues (7.1%), and local tax and fee revenues (6.4%).

The town's operational results for fiscal 2020 (\$194 million) were positive at about 2% of budget, resulting in adding approximately \$4.4 million to reserves; this is attributed to conservative budgeting and a spending freeze implemented as a result of the pandemic. The town's fiscal 2021 budget totaled \$202.5 million. The budget included adjusted revenues assumptions (reduced by about 30%) for hotel, motel and meals tax revenues, and motor vehicle excise tax revenues (reduced by about 15%). The town's revenues outperformed the budget by about \$1.2 million in building permits and program revenues, in particular, while the town's property tax revenue collections were strong (99.6%). The fiscal 2021 results will also include a transfer to the capital projects fund and a one-time use of free cash for a land purchase. Andover's fiscal 2022 budget totals \$208 million, a 2.9% increase over the previous year's budget. Currently, revenues and expenditures are tracking with budget; while assumptions for hotel/motel/meals tax revenues are still lower than pre-pandemic levels, they are slowly increasing. The fiscal 2022 budget also includes a \$3 million transfer to the capital project fund.

The town is allotted to receive \$10.8 million in American Rescue Plan Act funds. These monies are expected to fund a variety of operational needs such as economic development, infrastructure projects to expand capacity, and social services/mental health.

As of fiscal 2020, the town's fund balance totaled 12% of general fund expenditures. The town's unaudited fiscal 2021 results show available reserves at about \$21 million, or 10.3% of expenditures. We anticipate Andover's available reserves will remain stable and at levels we consider strong. Our view of the town's financial profile could change should reserve levels fall below 8% of general fund expenditures.

Andover has maintained very strong cash balances over the past three fiscal years. The town does not have any contingent liquidity risk from financial instruments with payment provisions that change on the occurrence of certain events. We do not consider any of the town's investments risky. Additionally, we believe it demonstrated its strong access to external liquidity through its issuance of GO bonds over the past 20 years. We expect Andover's liquidity profile to remain very strong throughout the outlook period.

Weak debt and contingent liability profile

Following this issuance, Andover has approximately \$306.3 million in total direct debt. The \$165 million pension obligation bond issuance, combined with the \$28 million issuance, more than doubles the town's previous debt burden. Of the total direct debt, we consider roughly \$16.9 million of enterprise-related GO debt self-supporting, based on several years of evidence that user charges have provided partial coverage to support the obligations. The town expects to issue about \$5.2 million over the next two to three years for various school renovation projects. We do not anticipate this issuance will impact our view of the town's debt score.

Pension and other postemployment benefits (OPEB)

In fiscal 2020 (prior to the issuance of the series 2021 POBs), Andover's combined required pension and actual OPEB contributions totaled 8.0% of total governmental fund expenditures. Of that amount, 5.0% represented required contributions to pension obligations, and 2.9% represented OPEB payments. The town made its full annual required pension contribution in 2020.

After the issuance of the series 2021 POBs, we calculate that the town's total governmental debt service is expected to increase to about 8% of total governmental fund expenditures from 4.7% and net direct debt will rise to 130% of total governmental fund revenue from 46.9%. This issuance will fully fund the town's outstanding pension liability. For more on our view of POBs, see our report "Pension Obligation Bonds' Credit Impact On U.S. State And Local Government Issuers," published Dec. 6, 2017, on RatingsDirect.

The pension contributions and funded ratios used in our analysis reflect pro forma figures following the issuance of the POBs. We do not view pension and OPEB liabilities as an immediate source of credit pressure for Andover given that the POB will refinance the town's pension liability into a fixed-debt obligation. However, if poor investment performance or other experience changes generate new liability--particularly if such liability occurs earlier in the amortization period--then the town risks having to pay both the debt service costs on the bonds and higher pension contributions, eliminating potential payment savings from the transaction.

Andover participated in the following plans as of June 30, 2020:

- Andover Contributory Retirement System: 49.7% funded, \$162.9 million net pension liability.

The town's net OPEB liability was \$117.1 million at the end of fiscal 2020. In 2017, the town began funding an OPEB trust, which had a net position of \$14.9 million at the end of fiscal 2020, or about 12.7% of the liability.

Institutional framework score

The institutional framework score for Massachusetts municipalities is strong.

Andover, Massachusetts Key Credit Metrics				
	Most recent	Historical information		
		2020	2019	2018
Very strong economy				
Projected per capita EBI % of U.S.	186			
Market value per capita (\$)	249,507			
Population		36,182	35,782	35,392

	Most recent	Historical information		
		2020	2019	2018
County unemployment rate(%)		9.8		
Market value (\$000)	9,027,671	8,799,009	8,321,337	
Ten largest taxpayers % of taxable value	7.3			
Strong budgetary performance				
Operating fund result % of expenditures		2.2	(0.2)	(0.1)
Total governmental fund result % of expenditures		0.9	1.1	2.5
Strong budgetary flexibility				
Available reserves % of operating expenditures		12.0	10.2	10.4
Total available reserves (\$000)		24,213	19,690	19,227
Very strong liquidity				
Total government cash % of governmental fund expenditures		31	30	23
Total government cash % of governmental fund debt service		656	643	502
Very strong management				
Financial Management Assessment	Strong			
Weak debt & long-term liabilities				
Debt service % of governmental fund expenditures		4.7	4.7	4.6
Net direct debt % of governmental fund revenue	130			
Overall net debt % of market value	3.2			
Direct debt 10-year amortization (%)	52			
Required pension contribution % of governmental fund expenditures		5.0		
OPEB actual contribution % of governmental fund expenditures		2.9		
Strong institutional framework				

EBI--Effective buying income. OPEB--Other postemployment benefits. Data points and ratios may reflect analytical adjustments.

Related Research

Through The ESG Lens 2.0: A Deeper Dive Into U.S. Public Finance Credit Factors, April 28, 2020

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

Copyright © 2021 by Standard & Poor's Financial Services LLC. All rights reserved.

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

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

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

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

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

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

GLOSSARY OF TERMS

Appropriation :	A sum of money devoted to a specific purpose, typically approved by a vote of Town Meeting.
Assessment/Offsets:	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and regional transit assessments.
Balanced Budget:	The Town defines a balanced budget as a budget in which receipts are greater than or (equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Capital (Includes Debt Service):	The Town's capital improvements program policies call for the allocation of approximately 5.72% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds:	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOD/DLS website.
Collective Bargaining:	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.

GLOSSARY OF TERMS

Debt Exclusion:	This amount represents the voter-approved amount that is used to pay for the construction of two new elementary schools. The state reimburses the town 65% of debt payment. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.
Debt Limit:	The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 sec. 10, debt limits are set at 5 percent of equalized valuation (EQV). By petition to the Municipal Finance Oversight Board, cities and towns can receive approval to increase their debt limit to 10 percent of EQV.
Designated Unreserved Fund Balance:	A limitation on the use of all or part of the expendable balance in a governmental fund.
Enterprise Funds:	An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end.
Enterprise Fund Debt:	Debt service that is funded from Water & Sewer rates.
Equalized Valuations (EQVs):	The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.
Exempt Debt:	Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.
Fiscal Year:	A fiscal year runs July 1 through June 30. For example, fiscal year 2014 runs from July 1, 2013 through June 30, 2014.
Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
New Growth:	New Growth is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
Non-Appropriated Expenses:	Expenses which are contained on the cherry sheet from the state and charged to the Town, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Merrimack Valley Planning Council, and Charter School Tuition. Overlay reserve is also included in non-appropriated expenses.
Non-Departmental (Healthcare & Pensions)	The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.
Non-Exempt Debt:	Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
Overlay Provisions:	This amount is requested and set aside by the Assessor's to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.
Overlay Reserve:	Unused accumulated amount of overlay for previous years that is not required to be held in a specific overlay account for a given year. Once released by the Board of Assessors, the funds may be used for any municipal purpose.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Reserve Fund:	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.

GLOSSARY OF TERMS

School Department:	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by two-thirds of Town Meeting.
Surplus Revenue:	The total amount of cash, accounts receivable, and other current assets that exceed liabilities and reserves.
Tax Title:	As collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
Warrant Articles:	Money must be appropriated in the general fund budget for the purposes of funding spending articles approved by Town Meeting.