



TOWN MANAGER'S RECOMMENDED

# Fiscal Year 2025 Budget & Financial Plan

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

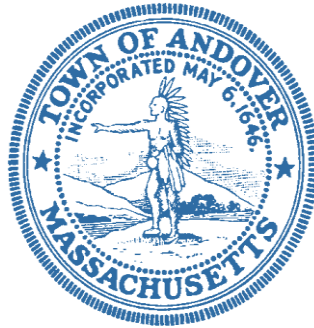
**Town of Andover  
Massachusetts**

For the Fiscal Year Beginning

**July 01, 2023**

*Christopher P. Morill*

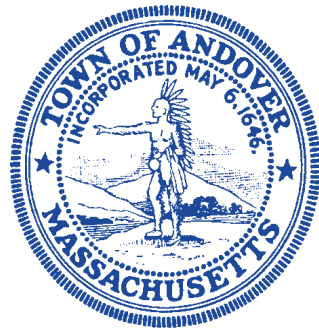
Executive Director



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# 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 FY2025 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 FY2025 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](http://www.andoverma.gov).

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

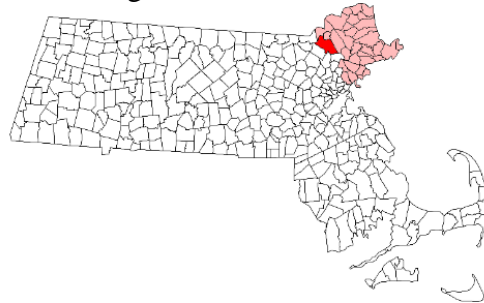
# Community Profile

The Town of Andover is located 22 miles north of the state’s capital, Boston, Massachusetts, and is home to over 36,000 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.



<b>Name:</b> Town of Andover	<b>Settled:</b> 1642
<b>County:</b> Essex	<b>Incorporated:</b> 1646
<b>Total Area:</b> 32.1 Sq. Miles	<b>Population:</b> 36,584 (2020 Census)
<b>Land:</b> 31.0 Sq. Miles	<b>Elevation:</b> 180 Feet
<b>Water:</b> 1.1 Sq. Miles	<b>Coordinates:</b> 42°39'30"N 71°08'15"W
<b>Public Roads (Town):</b> 188 Miles	<b>Website:</b> <a href="http://www.andoverma.gov">www.andoverma.gov</a>
<b>Public Roads (State):</b> 23 Miles	<b>Schools:</b> Pre-K through Grade 12
<b>Form of Gov't:</b> Open Town Meeting	
<b>FY2024 Residential &amp; Open Space Tax Rate:</b> \$12.88	
<b>FY2024 Avg. Single Family Home Value:</b> \$957,210	

## **SELECT BOARD & FINANCE COMMITTEE MEETING SCHEDULE FY2025 BUDGET AND 2024 WARRANT ARTICLE REVIEW**

### **February 2024**

- Fri. 2<sup>nd</sup>            Town Manager's Recommended FY2025 Budget Released
- Mon. 26<sup>th</sup>        Town Manager Presents Recommended FY2025 Budget to Select Board

### **March 2024**

- Sat. 2<sup>nd</sup>            Town & School Budget Meeting
- Mon. 4<sup>th</sup>            Select Board: Budget & Warrant Article Votes
- Wed. 6<sup>th</sup>            Finance Committee: Budget & Warrant Article Votes
- Mon. 18<sup>th</sup>          Select Board: Warrant Article Votes (Select Board)
- Wed. 20<sup>th</sup>        Finance Committee: Budget & Warrant Article Votes
- Fri. 29<sup>th</sup>          Chair Letters Due to Finance Committee

### **April 2024**

- Fri. 5<sup>th</sup>            Finance Committee Report to Printer
- Fri. 19<sup>th</sup>           Finance Committee Report Mailed to Residents
- Mon. 29<sup>th</sup>        2024 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.

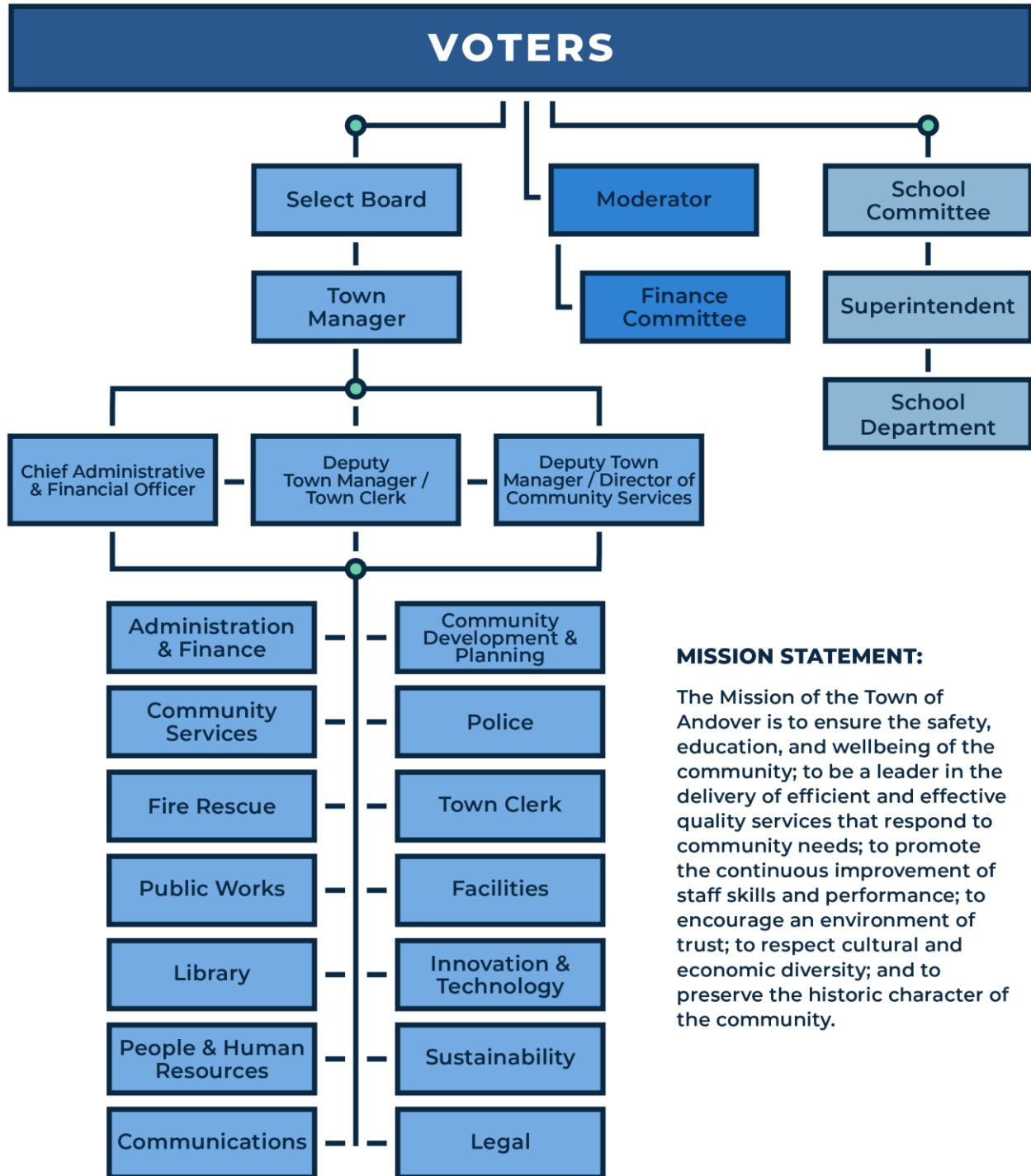
## **HUMAN SERVICES**

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



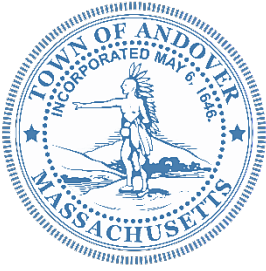
**MISSION STATEMENT:**

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# 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](http://WWW.ANDOVERMA.GOV)

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

February 2, 2024

To: Honorable Melissa M. Danisch & Members of the Select Board  
Honorable Paula Colby Clements & Members of the Finance Committee

I hereby transmit to you the recommended FY2025 operating and capital budgets. The Town Manager's Recommended Budget as proposed totals \$246,682,934, which is an increase of \$11,930,857 (5.08%) from the current budget. The Water & Sewer Enterprise Funds, which are exclusive of the General Fund, total \$16,754,679 as proposed, reflects an increase of \$402,166 (2.46%). The total available increase for Town and School Operations is \$4,927,458, representing an increase of \$1,192,423 (2.75%) for Town operations and \$3,735,035 (3.75%) for School operations. These increases are prior to inter-departmental transfers and offsets that do not increase the total appropriation for Town and School Operations. The Town budget also includes an additional \$256,875 in order to account for a transfer from employee wages to the Unfunded Liability Offset account. \$9,704,316 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 FY2025 budget has been developed. Those goals are as follows:

- Develop an FY2025 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 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;
- Make improvements to the budget model so that expenses are appropriately classified within the overall budget framework;
- Establish a capital program that is based on an annual spending target (5.72%) for cash and debt appropriations to provide the Town with expanded capital capacity to 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 FY2025 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 are based on the Governor's Budget proposal (H1), which includes a 1.18% increase in Chapter 70 Funding and a 3% increase in Unrestricted General Government Aid.
- **Free Cash** to be appropriated only for one-time capital expenditures while maintaining a stable balance of Free Cash in future years.
- **Excess Levy Capacity** represents the difference between the total amount of revenue being raised by property taxes and the levy limit.

### **Expenditures**

- **Town and School Operating Budgets** to increase only by the amount of available funds after meeting the funding requirements of all obligations and fixed costs.
- **Solid Waste & Recycling Disposal** are being classified as a fixed cost and funds are being allocated for the costs of disposal services prior to allocating funds for operating budgets.
- **Retirement** contribution will total \$7,481,089 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:
  - 2.5% annual increase to the General Fund appropriation.
  - 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 increase by 5.46%, 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 5.62% the adjusted revenue budget, slightly less than the target of 5.72%.

Based on the assumptions outlined above, Town departmental personnel and expense budgets are increasing by a total of \$1,249,298 of which \$256,875 will be transferred directly to the Unfunded Liability Offset account, which is a component of our pension obligation bond reserve fund strategy. Some of the more significant budget changes include the following:

## Compensation & Unfunded Liability Offset

The Town has reached agreements with each of its unions through June 30, 2025. Cost of living adjustments are reflected within each department's budget for regular wages and salaries. The most recent round of collective bargaining was unique in that wage patterns significantly varied amongst unions depending on the collective goals of the Administration and the bargaining units, and what was ultimately agreed to by the parties.

FY2025 will be the fifth year that the Unfunded Liability Offset (ULO), which is a permanent and recurring funding source for our unfunded liabilities, has been included in the collective bargaining agreements with four of the six unions and all non-union personnel. Under the ULO provision, employees will continue to contribute 1% of their regular pay to our Pension Obligation Bond Stabilization Fund. In FY2025, this will amount to \$256,875. It is expected that the ULO will generate approximately \$5.7M between FY2022 and FY2040.

## Phased Reclassifying of Fixed Costs and Shared Expenses

The FY 2025 budget represents the first year of a two-year process of reallocating fixed costs and shared expenses. The Town has continued to prepare annual budgets within the framework of a budgetary model that requires funds to be classified as capital, obligations, fixed costs and shared expenses prior to allocating funds to the Town and School operating budgets. While this model has worked well, it has not evolved significantly over the past decade.

The FY 2025 budget classifies solid waste and recycling disposal as a fixed cost. . While the Town is obligated to provide these services, the annual cost associated with solid waste and recycling disposal vary significantly due to the influence of markets, behaviors, and other trends beyond the Town's control. By transitioning this budget item to fixed costs, the Town will be better positioned to manage the significant fluctuations in associated costs and have the ability to more accurately plan departmental operating budgets.

Beginning in FY 2026, I plan to reclassify the Facilities Department and Innovation & Technology Department to shared expenses. Much like fixed costs, the budgets for these two departments will be funded prior to releasing funds for the Town and School operating budget. Both departments are under the authority of the Town Manager and have traditionally been funded as part of the Town's operating budget. However, much of the work of both departments directly services the School Department. In years when there are significant increases in the Facilities or Innovation & Technology Department budgets to service needs of the School Department, the Town has been forced to make reductions to budgets of its Town departments. By moving these two budgets to shared expenses, the total cost of operating these two departments will be provided for prior to allocating funds for the remaining Town and School Department budgets.

In both instances, these adjustments to the model are considered best practices in municipal budgeting. This approach will correctly classify costs and associated budget increases and allow the Town to more accurately forecast year-over-year increases to departmental budgets.

## Andover Public Schools +\$3,735,035

The FY2025 recommended budget for the School Department is \$103,335,959, a 3.75% increase from FY2024. After transfers for Debt Service and Technology, the net increase is 3.80% of the net school budget in FY2025, for a total of \$102,478,334. The increase is consistent with the tenets of the long-range plan and is net of transfers of \$857,625 to the Town for debt service (\$537,625) related to school improvements projects, as well as the third year of a multi-year effort to move the technology leasing program (\$320,000) from the Capital Improvement Program to the operating budget.

## **Business Services & Strategy +\$170,800**

We are in the process of establishing a Business Services & Strategy division under the umbrella of Administration & Finance. This new function will include a business analyst and part-time position that will focus on organizational strategy & visioning and internal project management. Over the past year, much of our work has focused on internal processes and management functions. The business analyst will be responsible for managing and centralizing the accounting and forecasting activities for the Town's enterprise and revolving funds and establish consistent reporting practices across the organization. Additionally, the business analyst will be responsible for solid waste and utility contract management and capital project tracking. This position will be transferred to the Business Services & Strategy Division from the DPW Business Office, and thus will not result in an additional FTE.

I am pleased that Paul Puzzanghera, the Town's first Chief Information Officer, has agreed to assume the part-time position as he transitions out of his current full-time position. Paul has relevant experience in identifying needs and generating and evaluating new ideas to address broad based organizational challenges. Mr. Puzzanghera will be responsible for overseeing the collection, curation, integration and prioritization of these ideas on a continuous basis. His extensive experience in all facets of process improvement will support the evolution of the organization. I expect that Paul will also serve as a de facto in-house consultant and project manager for initiatives that require bandwidth beyond that of an individual department.

This division will not require additional full-time employees and will be staffed through the repurposing of vacant positions.

## **Legal Department +166,891**

The Legal Department budget will increase by \$166,891 to reflect the transition to a fully staffed in-house Town Counsel function. The Legal Department includes two full-time positions and associated expenses for labor and special counsel. In the recent past, the Town had benefited from a unique contract-for-service model with the Town's long time Town Counsel Tom Urbelis and Assistant Town Counsel Carol McGravey, both who had retired from working at a Boston firm. Upon their full retirement from service in 2023, the Town moved to a fully staffed in-house model. The decision to proceed with an in-house model was the result of a significant analysis of the costs associated with contracting with a firm for Town Counsel services versus having in-house personnel. The FY2025 recommended budget for the Legal Department is lower than the average budget of comparable communities using contract-for-service counsel and significantly less than the projected cost for Andover if it chose to operate under a similar model. The Town's legal budget in FY2015 was \$510,000 and we have continued to explore ways to meet the needs of the organization while more effectively managing associated costs. The FY2025 recommended legal budget, which is less than the legal budget in FY2015, continues to reflect those efforts.

## **Elections & Town Meeting Costs +\$75,000**

The recommended budget includes funds to support costs of administering elections and Annual and Special Town Meetings.

The costs associated with Annual Town Meeting and Special Town Meetings have increased significantly. In FY2024, the Town began using electronic voting equipment, which has contributed to the increase. The Finance Committee approved a Reserve Fund Transfer in FY2024 to offset the costs of unanticipated Special Town Meetings.

These costs will be funded through a warrant article because of the annual fluctuations and so that a balance can be carried over from fiscal year to fiscal year. By carrying over a balance, the Town may be able to reduce future appropriations or be better positioned to fund unanticipated town meeting and elections costs.

The Town Clerk's Office budget will also increase in FY2025 because of the increased elections activity during a Presidential election year.

### **Department of Public Works – Business Office -132,737**

The DPW & Facilities Business Manager position was transferred to Administration & Finance for the purposes previously outlined in this letter. As a result, there is a reduction in the DPW Business Office budget.

### **Department of Public Works – Engineering -\$68,797**

The Town is required to accurately account for costs attributable to the Water & Sewer Enterprise Funds. As such, a portion of the Assistant Town Engineer's salary must be charged to the Water Enterprise Fund. This will result in a reduction in the DPW Engineering budget.

### **Employee Health Insurance**

I do not anticipate that the Select Board will take any formal action to change health insurance plan design for FY2025. 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 net increase of 5.46% in employee health insurance costs for FY2025.

### **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 strategy for the Town's pension liability. The longstanding funding schedule that required annual and compounding increases has been 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 16 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 FY2025 budget includes \$2,851,253 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 six years, the Town has maintained \$300,000 in excess levy capacity per a policy of the Select Board. In FY2025, that amount will increase to \$2,851,253. The increase is a result of (i) the pension obligation bond plan, (ii) the fact that the overall pension cost has been reduced and (iii) 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. To that end, the 2023 Annual Town Meeting approved an article that authorized the Town to file special legislation that would limit the use of the excess levy capacity created by the pension obligation plan to funding capital projects and/or offset costs associated with the Town's unfunded liabilities. While the status of the special legislation is currently pending, preliminary indications are that the special act may not be needed because of how this excess levy capacity is currently being accounted for by the Department of Revenue. The Department of Revenue's (DOR) current practice is consistent with the Town's original interpretation of how exempt revenues would be applied to pension obligation debt service. Depending on the final interpretation from the DOR, the Town may still move forward with seeking legislative approval, which would limit uses of these funds through 2040.

In the meantime, the use of excess levy capacity will continue to be managed pursuant to the Select Board's policy which is as follows:

**Excess Levy Policy Statement:** Excess levy capacity shall be considered a restricted revenue with the general purpose of mitigating the financial impact of property taxes. Excess levy capacity 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.) Excess levy capacity may not be used without the approval of the Select Board and Finance Committee.

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 FY2018, the Governmental Accounting Standards Board (GASB) 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. FY2020 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 37 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 FY2025 recommended budget includes a total appropriation of \$1,999,495 to the OPEB trust fund, which includes \$125,131 from the Water & Sewer Enterprise Funds, \$750,536 from the General Fund, and \$1,123,828 from health insurance savings.

### **Water & Sewer Enterprise Funds**

In April of 2023, the Select Board approved a comprehensive rate plan for the Water Enterprise Fund. The plan includes modifications to the tier structure and built-in annual rate increases that will sustain the existing capital program while also funding the long term necessary upgrades to the Water Treatment Plant. The new plan will be intended to maximize the revenue potential of the Town's Water Agreement with the Town of North Reading. It is anticipated that the revenue from the agreement will provide a long term subsidy to the Water Enterprise Fund's Capital Improvement Program. The Water Enterprise Fund continues to benefit from the 99-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 continue to subsidize the Water Enterprise Fund's operating and capital budgets by approximately 33%.

### **Capital Improvement Program**

The Town Manager's Recommended Capital Improvement Program (CIP) for FY2024 totals \$18,328,126. The following revenue sources provide the funding for the projects:

General Fund Revenue	\$2,624,000
General Fund Borrowing	\$4,980,000
Use of Free Cash	\$2,035,000
General Fund Exempt Borrowing	-0-
Special Dedicated Funds	\$1,365,126
Water and Sewer Enterprise Funds	\$7,294,000
<b>Total Recommendation</b>	<b>\$18,328,126</b>

### **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 available to municipalities. In fact, the most recent report gives Andover a "strong or very strong" rating in six of the seven assessment factors: economy, budget flexibility, budgetary performance, liquidity, management conditions and institutional framework. Standard and Poor's has identified the Town's debt profile as weak, which is a result of the recent borrowings for the Pension Obligation Bond Plan and the West Elementary & Shawsheen Preschool. While the Town's debt profile was weakened, the Pension Obligation Bond plan funded a major portion of the unfunded pension liability and reduced anticipated pension costs by approximately \$100,000,000.

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. 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 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 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, which sets the outer limit of what the CIP will spend in any given fiscal year, remains at 5.72% of adjusted revenue. This target draws on the following fiscal components.

The FY 2025 CIP is 5.62% of the budget and is therefore slightly less than the identified annual target. This is the result of a coordinated effort to build 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 2025 CIP is balanced and supports investments in all functions of Town government within the context of our target. The framework of the target is as follows:

Prior Non-Exempt Debt Service + New Non-Exempt Debt Service + General Fund Revenue = Total Non-Exempt Plan
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General Fund	FY2025	FY2026	FY2027	FY2028	FY2029
Existing Non-Exempt Debt Service	9,531,786	9,039,856	8,645,861	8,012,206	7,251,971
New Non- Exempt Debt Service	305,950	1,248,127	1,690,580	2,379,447	3,214,802
Capital Projects from Taxation	2,624,000	2,750,000	3,100,000	3,450,000	3,800,000
Less School Debt Service Offset	(537,625)	(537,625)	(537,625)	(537,625)	(537,625)
Total Non-Exempt Tax Burden	11,924,111	12,500,358	12,898,816	13,304,028	13,729,148
Pro Forma Adjusted Revenue Budget	212,146,962	218,933,264	225,899,317	232,983,432	240,415,603
5.72% of Adjusted Revenues	12,134,806	12,522,983	12,921,441	13,326,652	13,751,772
Current % of Revenues CIP	5.62%	5.72%	5.72%	5.72%	5.72%
Variance from Target	(210,695)	-	-	-	-

### Capital Project Fund (General Fund Revenue)

The recommendation for the Capital Project Fund is \$2,624,000 from General Fund Revenues. The recommendation for funding Town department requests is \$1,434,000 and \$1,190,000 for School Department requests. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years.

The General Fund Revenue includes funds for maintenance projects within our Town and school buildings, public works vehicles, our Participatory Budgeting Program, and a high-speed ballot tabulator for elections.

### Free Cash

The Town’s Free Cash Balance for FY 2025 is \$14,919,306. The CIP recommends that \$2,035,000 be appropriated from Free Cash to fund the Town & School technology program, police vehicle replacement, traffic and intersection safety studies, hazardous tree removal, and the update to the facility master plan. Free Cash will also be used to fund the two components of the annual sidewalk improvement program. Funds are allocated to continue the minor sidewalk repairs program and for major sidewalk improvements, which includes completing design of the Route 133 corridor project. The construction of

this project will be funded with \$15,000,000 from the State's Transportation Improvement Program. The project has been approved and will result in both traffic and pedestrian improvements through the Route 133 corridor. To advance the approved project, the Town must continue to contribute to the cost of designing the project.

A total of \$590,000 is recommended for the Innovation & Technology Department for student and staff devices. Last year was the second year of a multi-year program to transition funding for student device leases from the CIP into the Innovation & Technology operating budget. The Town and the School Department have partnered in this to ensure the sustainability of our device deployment and maintenance program. The CIP is not able to accommodate significant fluctuations in technology capital expenditures and we expect that year two of transitioning funding to the operating budget will take us closer to achieving a sustainable funding model.

I am also recommending that the annual investment in police vehicles be funded from Free Cash. Police vehicles have the shortest useful life of all Town vehicles and therefore must be funded by General Fund Revenue or Free Cash (and not through longer-term borrowing). 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 recommended in Town Meeting Article 5 (General Fund Revenue).

This use of Free Cash is part of a multi-year plan to grow the balance available for appropriation and is consistent 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 \$4,980,000 for FY 2025. The sum of \$1,300,000 is being recommended for major School projects, which includes the replacement of air handlers in Doherty Middle School, improvements to the West Middle School kitchen, and repairs and improvements to the rear of Wood Hill/High Plain. Additionally, borrowing authorizations are recommended for technology infrastructure improvements, improvements to our storm drain systems, improvements to Town parks and playgrounds, and Town and School energy initiatives.

### **Special Dedicated Funds**

Chapter 90, Major Annual Road Maintenance, is recommended to be funded at \$1,395,126.

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

The Water and Sewer Enterprise Fund will support five recommended projects for FY 2025 totaling \$7,294,000. We recommend that \$6,000,000 be appropriated for the continuation of the major water main replacement program and \$294,000 for the granular activated carbon, which is an essential part of the water filtration system. Five hundred thousand dollars is recommended for improvements to the Shawsheen River Interceptor improvements, \$250,000 for our sewer inflow/infiltration removal program, and \$250,000 to our sewer collection system improvements.

The requests for FY 2025 continue the accelerated water main replacement program and are consistent with the rate plan adopted by the Select Board earlier this year. The accelerated replacement schedule

will allow the Town to replace all unlined cast-iron water mains in approximately 11 years – without the accelerated schedule, replacement would be complete in approximately 54 years.

### Looking Ahead - Revolving & Enterprise Funds – Stormwater Utility & Recreation

We are continuing to explore opportunities to fund capital improvements with revenues generated through specific purposes and uses. As explained above, we are recommending funding to proceed with developing a framework for a Stormwater Utility. If the Town chooses to move forward, this utility would operate as an Enterprise Fund, similar to the water & sewer utilities.

While not included in the CIP, we will also be asking Town Meeting to consider modifications to the Recreation Revolving Fund. A large portion of the Recreation Division’s operating budget is funded from program revenues; however, capital expenditures for the division are funded entirely through the general fund and/or from Free Cash. While it is unclear if program revenues will be able to fully support Recreation’s capital program, it is the goal to allocate a portion of fees to support capital investments at Pumps Pond, Rec Park and buildings that are utilized for Recreation programming.

By utilizing program or utility revenues for capital projects, the Town will be able to create capacity within the 5.72% target to fund other investments that are consistent with the priorities of the community and the goals and objectives of the Select Board. A sustainable Capital Improvement Program requires revenue diversification. By potentially establishing two new revenue sources, we will provide stability and improve our ability to fund improvements in both the short and long term.

### Tax Implications of the Recommended Budget & Capital Improvement Program

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 FY2025, the impact of the approved debt service for West Elementary and Shawsheen Preschool and of the senior tax exemption, the projected average single-family tax bill increase for FY2025 is 5.2%. The table below provides a breakdown of the projected increase:

Budget Components	% Increase	\$ Increase	Factors
Budget Development	3.65%	\$451	Subject to valuations and changes in levy share
Senior Tax Exemption*	0.12%	\$13	Subject to changes in the state circuit breaker
West Elementary New Exempt Debt – Issuance #3	1.45%	\$180	Subject to valuations and changes in levy share

\*Subject to change based on changes to the state circuit breaker effective for FY2025.

The increase resulting from the Recommended Operating Budget and Capital Improvement Program is consistent with the 10-year average single-family tax bill increase. As a result, it is also consistent with the Select Board’s goal of using the 10-year average as a benchmark for building the budget. The senior tax exemption program contributes 0.12% to the overall increase. This exemption provides a match of up to 100% of the Massachusetts Senior Circuit Breaker Tax Credit to qualifying Andover residents. The tax exemption program is a non-appropriated expense that is not part of the budget and is instead a redistribution of the overall tax burden. Changes to the state circuit breaker program, which would take effect for the tax year within FY 2025, may increase the amount of the circuit breaker; this could increase the tax impact of this provision depending on the

percentage of the match that is applied. The overall increase is inclusive of the impact of the debt service for the West Elementary and Shawsheen Preschool building project. Voters approved a debt exclusion to fund the project in June 2021, and additional funding at the December 1, 2022 Special Town Meeting. The impact of the pension obligation bond debt service was calculated as part of the increase in the average tax bill for FY2023.

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 2024.

### **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 priorities reflected in this document with those of the Select Board. I am pleased to report that the funding decisions contained in the FY2025 budget fully integrate the Select Board's priorities as articulated in the goals and objectives that have been discussed by the Board in open meetings throughout the course of the year. Below is an overview of how the Board's input has been integrated into the budget:

#### **Administration & Finance**

- The budget fully funds the Chief People Officer (CPO) & Director of Human Resources position. By broadening the scope of this role beyond the traditional boundaries of Human Resources Director, we have added to the organization a professional focused on attracting and retaining the best candidates, building a positive culture, and ensuring that the organization is healthy and progressive from a personnel management perspective. This investment will also support the critical work of creating a diverse and inclusive workforce.
- In recognition of the growth of the Kid Care Program, this budget establishes a Kid Care Division with a dedicated staff director as part of reorganization of Community Services Department. This position will be fully funded by program revenues with no impact to the general fund.
- Over the past year, we have engaged the Innovation & Technology team and outside experts to explore how we can continue to provide superior IT support to Town and School Departments. This budget reflects a continued investment in this critical department and a flexible approach to tackling its important work.
- The budget was developed in accordance with the Board's policy position of maintaining \$300,000 in excess levy capacity and built so that the projected increase in the average single-family tax bill is consistent with the 10-year average. A tax impact statement outlining the projected increase is included in this budget message.

#### **Capital Improvements & Active Transportation**

- The Capital Improvement Program includes funding for to improve the Town's sidewalk network, consistent with the recently completed Sidewalk Inventory and Master Plan
- Funds are recommended to study intersection improvements, which will allow the Town to implement further enhancements to the Elm Square intersection and other priority intersections throughout Andover.
- The Capital Improvement Program supports the further development of the Route 133 reconstruction project, which will be funded by the regional Transportation Improvement Plan (TIP). This project includes reconfiguration of Shawsheen Square and a shared use path to Beacon Street.

## **River & Open Space Access**

- The Capital Improvement Program includes funding for the construction of an ADA accessible kayak launch at Nasan's Landing, to be designed in cooperation with neighboring residents.
- In response to the historic storms in the summer of 2023, funds are recommended for hazard tree removal on Conservation properties and beach replenishment at Poms Pond.

## **Citizen Response Management & Engagement**

- The FY2025 budget represents the second year that a full-time Communications Director position has been funded. This position has enabled the Town to expand its communications output and to more actively leverage social media and other digital engagement tools to reach Andover residents. This includes expanded circulation of the Town's newsletter and educational materials related to Town Meeting.

## **Diversity, Equity and Inclusion (DEI)**

- The recommended budget includes funds for increased programming and training for Town staff. This will allow the Town to focus on the implementation of strategic recommendations regarding hiring and supporting a more diverse workforce and will enable the Town to address DEI-related recommendations outlined in the Community Health Improvement Plan (CHIP).
- The budget proposes moving the Director of Equity and Engagement to the Human Resources Department, which will allow for expanded collaboration around hiring practices and further integration of DEI principles into the Town's workforce.

## **Community Engagement**

The Town has continued to take a proactive, forward-looking approach to better connect residents with Town government. In recognition of the evolving media landscape and increasing expectations from the community for effective and dynamic information, the Town has continued to make enhancing communications a priority throughout the past year. This effort has been multifaceted, focusing on improving the "customer experience" for individuals conducting business with the Town and leveraging innovative strategies to distribute information about project, events, and other key developments to a broader audience.

In order to advance these longstanding priorities, the Town hired its first Director of Communications in January 2023. The creation of a dedicated communications resource has enabled the Town to develop and implement new strategies to reach a greater part of the Andover community. A year ago, we launched the Bartlet Street Dispatch, the Town's official newsletter. This new bi-weekly publication had thousands of subscribers in its first year of publication and has proven to be a valuable source of news and information for Andover residents. We have also begun publishing Select Board Meeting Briefs after each meeting so that the public can stay informed of the business of the Board. Last spring, the Town undertook a robust educational campaign in advance of Annual Town Meeting, which included brief informational videos about key articles on the warrant. We intended to continue exploring methods to improve the accessibility of information related to Town Meeting this year.

It has been our collective mission to meet residents on platforms where they are most comfortable communicating. The addition of a Director of Communications has also enabled the Town to more thoroughly leverage social media and other digital tools to reach residents. Through more consistent use of social media channels and the creation of more dynamic content, there was a sharp increase in the Town's engagement on major platforms, including Facebook and Instagram, in the last calendar year. The Town's reach on Facebook doubled in 2023 compared to the previous calendar year.

In early 2024, the Town created yet another innovative tool to help residents stay connected, launching the Andover Insider text program. This new free subscription service delivers news, insights, and information about what's going on at Town Offices directly to Andover residents by text. The service is designed to be conversational, allowing residents to text the Town Manager's Office directly with questions about Town services.

Beyond largescale communication efforts, the Town also created a unique new opportunity for residents with an interest in becoming immersed in the work of municipal government through the creation of the Andover Leadership Academy. Led by our Director of Equity and Engagement, the Academy is a 12-week course designed to advance understanding of and participation in civic affairs as well as to increase awareness of the challenges facing municipal government. Two classes have now completed the Academy. Academy members and participating Town staff have praised this program.

In addition to these new initiatives, throughout FY2024 we continued to implement several major community engagement projects initiated in previous years. "Andover Central," the Town's 311 Center, continues to provide 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. Andover's one-of-a-kind Mobile Town Hall, delivered in 2021, has given us the ability to replicate the transactional experiences previously offered at Town Offices in other parts of 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 also has the capacity to serve as an information center during storms, power outages and other significant events requiring a Town presence.

I look forward to continuing to work with the Director of Communications and other key staff to make further progress in this area in FY2025.

### **Future Budget Performance and Outlook**

Looking beyond FY2025, 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 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 FY2025. Because 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.

## Conclusion

We remain committed to meeting the expectations of Andover residents. The Administration and Senior Management Team will continue to collaboratively develop creative approaches that position the Town to confront our complex challenges and to improve 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 that may 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 FY2025 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 Assistant to the Town Manager Amy Heidebrecht, Director of Communications Phil Geoffroy, and Manager of Financial Administration Faith Rea for their assistance in developing the budget. I especially want to thank Chief Administrative & Financial Officer Patrick J. Lawlor for his leadership throughout the budget process. Mr. Lawlor and his team worked nights and weekends to ensure the quality of this document. I also want to thank Deputy Town Manager Michael A. Lindstrom and Deputy Town Manager Austin Simko for providing their guidance throughout the budget process.

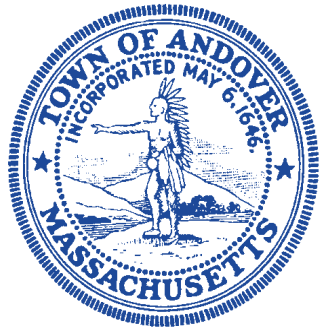
I look forward to engaging the various stakeholders, including our employees and our elected and appointed boards and committees, as we make decisions to move the community forward.

Respectfully Submitted,



Andrew P. Flanagan  
Town Manager

# SECTION 3



# EXECUTIVE BUDGET SUMMARY

# EXECUTIVE BUDGET SUMMARY

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## THE OVERALL BUDGET

The FY2025 Town Manager's Recommended Budget totals \$246,682,934. This sum represents an increase of \$11,930,857 or a 5.0% increase over the approved FY2024 Budget of \$234,752,077. The sum of \$234,020,267 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 \$12,642,667 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles.

## TOWN DEPARTMENTS

The FY2025 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$44,553,255. This represents a \$1,192,423 or 2.75% increase over the FY2024 appropriation of \$43,360,832.

The FY2025 budget recommendation includes Personnel Services and Operating Expenses for all Town departments. In addition, there will be a transfer of \$320,000 from the School Department for technology, and a transfer of \$256,875 to the Unfunded Liability Account. The appropriation for Town Departments will total \$45,130,130. The FY2025 Recommended Budgets for the Water and Sewer Enterprises are \$11,004,132 and \$5,750,547 respectively.

## SCHOOL DEPARTMENT

The Town Manager's FY2025 Recommended Budget for the School Department is \$103,335,959. This sum represents a \$3,735,035 or a 3.75% increase over the FY2024 appropriation of \$99,600,924. Net of the transfer to the Town of \$320,000 for technology and \$537,625 to offset debt service costs for school projects, the appropriation for the School Department will be \$102,478,334 total. 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 2024 Annual Town Meeting in April.

## FIXED COSTS AND OBLIGATIONS

**Regional High Schools** - For FY2025, the sum of \$1,351,587 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 \$39,367 over the FY2024 budget of \$1,312,220. This is a preliminary estimate and may change when the two Regional School Committees vote on their appropriations in the coming months.

# EXECUTIVE BUDGET SUMMARY

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**Debt Service** - The sum of \$27,952,429 is recommended for FY2025. This represents an increase of \$2,448,795 or 9.60% over FY2024. This amount includes the third year of the pension obligation bond, as well as the debt service related to the two major debt issuances for the West Elementary/Shawsheen Preschool project. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges.

**Employee Health Insurance** - The sum of \$25,135,936 is recommended for FY2025. This amount represents an increase of \$1,300,842, or 5.46% increase from the FY2024 budget. The budgeted amount is net of estimated savings generated from OPEB Reform (\$1,123,828) and from a change in employee/employer premium contributions effective July 1, 2017 (\$1,360,382). This preliminary amount is subject to change based on the results of the rate setting process currently underway.

**Retirement Fund** - The sum of \$7,481,089 is recommended for FY2025. This appropriation reflects an increase of \$183,461 or 2.51% over the FY2024 assessment. In FY2022 the Town issued \$165,000,000 in Pension Obligation Bonds which funded approximately 90% of the unfunded liability. For FY2025 the Town only has to budget for the normal cost and the remaining unfunded liability. The FY2025 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 2032 using a discount rate of 5.75%.

## **CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Projects Fund appropriation for FY2025 totals \$2,624,00 and is based on allocating 5.62% 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 \$3,543,033 for FY2025 which includes the use of free cash and sewer reserves for capital needs. Offset Expenditures are proposed at \$2,622,531 to be funded through Offset Local Revenues.

## **REVENUES**

At this time it is projected that the total revenue and other funding sources available and recommended for the FY2025 Budget is \$246,682,934. Property taxes account for 77.68% of the Town's total revenue sources available to fund the FY2025 budget. Local revenues sources account for 5.92% of the budgeted

# EXECUTIVE BUDGET SUMMARY

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revenues, while State Aid contributes 6.83%, and Water and Sewer receipts 8.23%. Other revenue sources account for 1.34% of total budgeted revenues. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

**Property Taxes.** FY2025 Property Taxes are budgeted at \$178,741,878. This is a 3.52% increase over FY2024 taxes as approved by the MA Dept. of Revenue in December of 2023. FY2025 preserves \$300,000 in unused levy capacity. In addition, there is \$2,551,253 in unused levy capacity related to Pension Obligation Bonds. There is also an additional \$13,042,920 of property taxes attributed to the Proposition 2½ debt exclusions 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 FY2025, representing a 10-year adjusted average.

**State Aid.** The sum of \$16,852,064 is included in revenues to reflect Andover's estimated State Aid for FY2025. This number is based on the Governor's recently released FY2025 budget and reflects an increase of \$85,595 or 0.51% over the Town's FY2024 budgeted State Aid of \$16,766,469. It is important to note that State Assessments decreased by \$257,792 or 25.10%.

**Local Revenues.** Local revenues are projected at \$14,603,640 for FY2025. This figure includes \$2,622,531 of departmental receipts used to offset the respective budgets.

**Water and Sewer Enterprise Funds.** The Water and Sewer Enterprise revenues are projected at \$20,317,756 for FY2025. This figure is reflective of multi-year rate plan by the Select Board/Water Commissioners.

**Free Cash.** The Town's Free Cash that will be available for the 2024 Annual Town Meeting is \$14,919,306. The Recommended FY2025 Budget proposes to appropriate \$2,035,000 from Free Cash for Innovation and Technology capital projects, replacement of police vehicles, the town's annual sidewalk program, minor sidewalk repairs and hazardous tree removal. There is no use of Free Cash being proposed to support operating budgets.

# EXECUTIVE BUDGET SUMMARY

## TOTAL FY25 RECOMMENDED BUDGET SUMMARY

REVENUES	FY2024	FY2025	\$ Change	% Change
	Approved	TM Rec		
Property Taxes	\$172,656,933	\$178,741,878	\$6,084,945	3.52%
Addtl. Taxes - Debt Exclusion	\$11,313,463	\$13,042,920	\$1,729,457	15.29%
State Aid	\$15,157,237	\$16,852,064	\$1,694,827	11.18%
General Local Revenues	\$12,150,950	\$11,981,109	(\$169,841)	-1.40%
Water & Sewer Enterprises	\$18,214,457	\$20,317,756	\$2,103,299	11.55%
Offset Dept Revenues	\$2,602,531	\$2,622,531	\$20,000	0.77%
Other Avail. Funds - Budget	\$208,426	\$208,426	\$0	0.00%
Other Avail. Funds - Articles	\$528,952	\$881,250	\$352,298	66.60%
Free Cash	\$1,919,128	\$2,035,000	\$115,872	6.04%
	<b>\$234,752,077</b>	<b>\$246,682,934</b>	<b>\$11,930,857</b>	<b>5.08%</b>

EXPENSES	FY2024	FY2025	\$ Change	% Change
	Approved	TM Rec		
School Department	\$98,726,924	\$102,478,334	\$3,751,410	3.80%
Town Departments	\$43,880,832	\$45,130,130	\$1,249,298	2.85%
Health Insurance	\$23,835,094	\$25,135,936	\$1,300,842	5.46%
Debt Service	\$25,503,634	\$27,952,429	\$2,448,795	9.60%
Retirement	\$7,124,644	\$7,481,089	\$356,445	5.00%
Water & Sewer	\$16,352,513	\$16,754,679	\$402,166	2.46%
Other Obligations/Non-App Costs	\$13,306,953	\$15,445,773	\$2,138,820	16.07%
Capital Projects Fund	\$2,890,000	\$2,624,000	(\$266,000)	-9.20%
Offset Expenditures	\$2,602,531	\$2,622,531	\$20,000	0.77%
Warrant Articles	\$528,952	\$1,058,033	\$529,081	100.02%
	<b>\$234,752,077</b>	<b>\$246,682,934</b>	<b>\$11,930,857</b>	<b>5.08%</b>

# 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 – FY2024 Budget	\$0
Free Cash for the FY2025 Budget	\$0

<u>Appropriations to fund capital requests</u>	<u>\$2,035,000</u>
<i>Hazardous Tree Removal</i>	<i>\$150,000</i>
<i>Facility Master Plan Update</i>	<i>\$50,000</i>
<i>Traffic and Intersection Safety Studies</i>	<i>\$25,000</i>
<i>Annual Staff Device Refresh</i>	<i>\$340,000</i>
<i>Annual Student Device Refresh</i>	<i>\$250,000</i>
<i>Minor Sidewalk Repairs</i>	<i>\$200,000</i>
<i>Town Sidewalk Program</i>	<i>\$775,000</i>
<i>Police Vehicle Replacement</i>	<i>\$205,000</i>
<i>Storm Water Management</i>	<i>\$40,000</i>

### From Taxation

Pension Obligation Bond Reserve	\$800,033
Elderly/Disabled Transportation Program	\$12,000
Support for Andover Day & Other Events	\$25,000
Town Meeting & Election Expenses	\$75,000
Public Safety Medical Costs	\$125,000

### From General Fund Borrowing

IT Infrastructure	\$350,000
Radio Box Repeater System	\$130,000
Thermal Imaging Camera Replacement	\$45,000
Public Works Vehicles – Large	\$560,000
Minor Storm Drainage Improvements	\$650,000
Town Bridge Evaluation & Maintenance	\$200,000
Town and School Security Projects	\$130,000
Town Parks and Playground Improvements	\$600,000
Major Town Projects	\$900,000
Town/School Energy Initiatives	\$115,000
Major Town Projects	\$1,300,000

### From Special Dedicated Funds

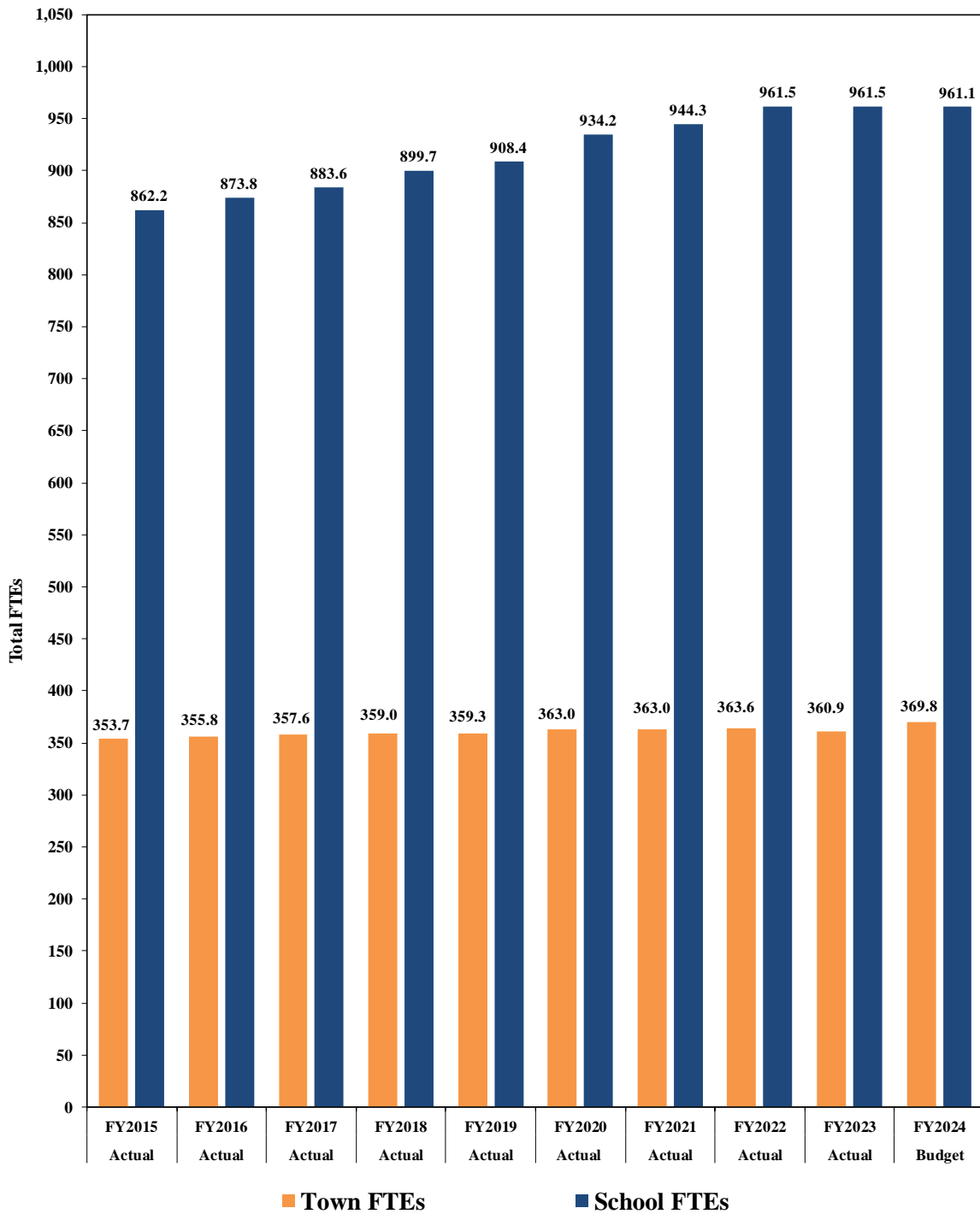
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000
Overlay Surplus	\$75,000

### From Water & Sewer Enterprise Funds

Water Main Replacements (Water Borrowing)	\$6,000,000
Granular Activated Carbon Replacement (Water Borrowing)	\$294,000
Sanitary Sewer Collection System (Sewer Reserves)	\$250,000
Shawsheen River Interceptor Improvements (Sewer Borrowing)	\$500,000
Inflow/Infiltration Removal Program (Sewer Reserves)	\$250,000

# EXECUTIVE BUDGET SUMMARY

## Town & School Employees (FTEs) FY2015 - FY2024

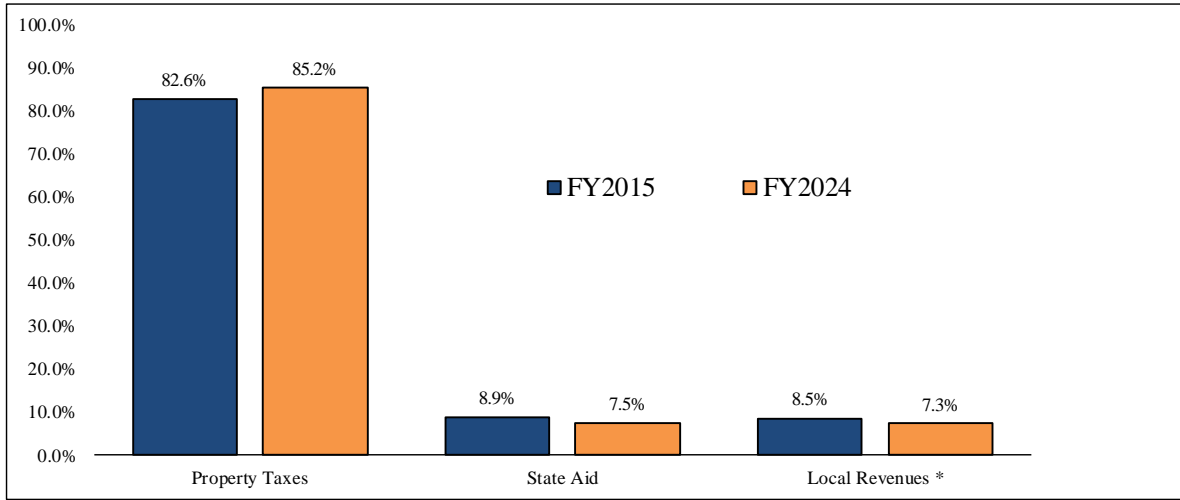


	Actual FY2015	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Actual FY2021	Actual FY2022	Actual FY2023	Budget FY2024	10-Yr FTE Change
Town FTEs	353.7	355.8	357.6	359.0	359.3	363.0	363.0	363.6	360.9	369.8	7.2
School FTEs	862.2	873.8	883.6	899.7	908.4	934.2	944.3	961.5	961.5	961.1	82.1
<b>Total FTEs</b>	<b>1,215.9</b>	<b>1,229.6</b>	<b>1,241.2</b>	<b>1,258.6</b>	<b>1,267.6</b>	<b>1,297.2</b>	<b>1,307.3</b>	<b>1,325.1</b>	<b>1,322.4</b>	<b>1,330.9</b>	<b>89.3</b>

\*Beginning in FY2023, Town and School FTE counts include positions from the General Fund, Water Enterprise Fund, and Sewer Enterprise Fund. Revolving or Grant Funded positions which are not funded by taxation, are not included in this total.

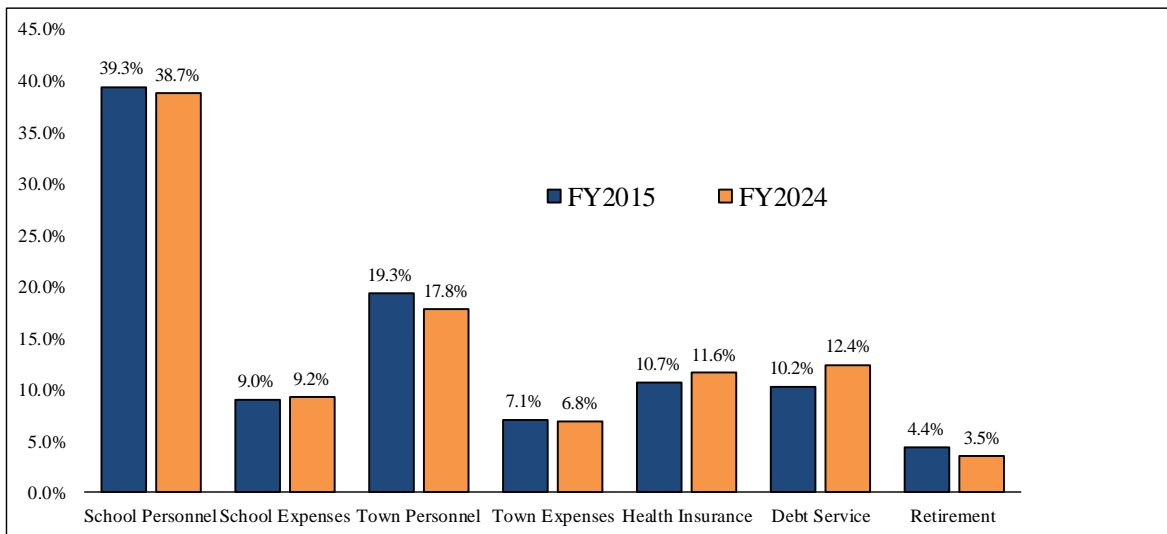
# EXECUTIVE BUDGET SUMMARY

## 10 Year Proportional Change to Major General Fund Revenues FY2015 - FY2024



Major Gen. Fund Revenues	FY2015	Pct. %	FY2024	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$117,795,354	82.6%	\$172,656,933	85.2%	\$54,861,579	46.6%	\$5,486,158	4.7%
State Aid	\$12,617,767	8.9%	\$15,157,237	7.5%	\$2,539,470	20.1%	\$253,947	2.0%
Local Revenues *	\$12,158,500	8.5%	\$14,753,481	7.3%	\$2,594,981	21.3%	\$259,498	2.1%
<i>* Including Dept. Offset Receipts</i>	\$142,571,621	100.0%	\$202,567,651	100.0%	\$59,996,030		\$5,999,603	

## 10 Year Proportional Change to Major General Fund Expenditures FY2015 - FY2024



Major G.F. Expenditures	FY2015	Pct. %	FY2024	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$57,710,706	39.3%	\$79,732,107	38.7%	\$22,021,401	38.2%	\$2,202,140	3.8%
School Expenses	\$13,193,746	9.0%	\$18,994,817	9.2%	\$5,801,071	44.0%	\$580,107	4.4%
Town Personnel	\$28,322,381	19.3%	\$36,608,379	17.8%	\$8,285,998	29.3%	\$828,600	2.9%
Town Expenses	\$10,362,665	7.1%	\$14,091,601	6.8%	\$3,728,936	36.0%	\$372,894	3.6%
Health Insurance	\$15,670,957	10.7%	\$23,835,094	11.6%	\$8,164,137	52.1%	\$816,414	5.2%
Debt Service	\$14,998,239	10.2%	\$25,503,634	12.4%	\$10,505,395	70.0%	\$1,050,540	7.0%
Retirement	\$6,412,115	4.4%	\$7,124,644	3.5%	\$712,529	11.1%	\$71,253	1.1%
	\$146,670,809	100.0%	\$205,890,276	100.0%	\$59,219,467		\$5,921,947	

\*\*FY2024 figures are budgeted, not actual

# EXECUTIVE BUDGET SUMMARY

## STATE AID AND ASSESSMENTS

	FINAL FY2019	FINAL FY2020	FINAL FY2021	FINAL FY2022	FINAL FY2023	FINAL FY2024	ESTIMATE FY2025
<b><u>STATE AID</u></b>							
Chapter 70 Education Aid	10,595,662	11,668,291	11,668,291	11,837,131	12,167,131	13,950,800	14,114,750
Charter Tuition Assessment Reimbursement	43,378	28,452	21,868	30,341	147,723	158,480	9,636
Public Libraries	46,474	46,721	56,035	56,035	78,478	81,191	78,528
State Owned Property	207,959	223,355	229,168	227,590	329,827	369,671	371,427
Exemptions/Vet,Blind,Surviving Spouse	39,662	41,074	70,808	61,887	59,985	67,302	65,920
Veterans Benefits	49,780	70,563	56,331	44,665	19,473	34,486	11,603
General Government Aid	1,847,539	1,897,423	1,897,423	1,963,833	2,069,880	2,136,116	2,200,200
TOTAL	12,830,454	13,975,879	13,999,924	14,221,482	14,872,497	16,798,046	16,852,064
<b><u>ASSESSMENTS</u></b>							
Mosquito Control Projects	128,731	128,932	136,788	139,564	143,749	145,290	150,769
Air Pollution Districts	14,247	14,086	14,533	14,655	14,929	15,176	15,556
RMV Non-Renewal Surcharge	31,020	29,720	21,840	21,840	25,340	22,980	21,860
MBTA	-	10,438	15,895	-	-	3,011	323
Merrimack Valley Regional Transit Authority	272,392	231,124	230,833	251,322	257,605	264,045	270,646
Special Education	37,373	32,844	19,395	-	21,067	12,017	-
School Choice Sending Tuition	93,703	69,998	98,892	107,666	200,769	143,611	117,170
Charter School Sending Tuition	259,345	201,060	196,410	272,674	410,006	420,718	192,732
TOTAL	836,811	718,202	734,586	807,721	1,073,465	1,026,848	769,056
<b>NET STATE AID</b>	<b>11,993,643</b>	<b>13,257,677</b>	<b>13,265,338</b>	<b>13,413,761</b>	<b>13,799,032</b>	<b>15,771,198</b>	<b>16,083,008</b>

# SECTION 4



# OPERATING BUDGET REQUESTS FY2025

# ARTICLE 4 FY2025 OPERATING BUDGET

2/2/24					
LINE DEPARTMENT ITEM	EXPENDED FY2022	EXPENDED FY2023	BUDGET FY2024	TM REC FY2025	% CHANGE FY24-FY25
<u>PUBLIC SAFETY</u>					
1 PERSONNEL SERVICES	17,198,960	17,260,501	17,834,500	18,530,288	
2 OTHER EXPENSES	1,857,916	1,727,804	1,796,765	1,664,304	
TOTAL	19,056,876	18,988,305	19,631,265	20,194,592	2.87%
<i>Offsets Include: \$275,820 in Parking Receipts; \$60,000 in Detail Fees; and \$1,750,000 in Ambulance Collections</i>					
<u>GENERAL GOVERNMENT / IT / CD&amp;P</u>					
3 PERSONNEL SERVICES	7,043,424	7,200,249	7,771,063	8,572,873	
4 OTHER EXPENSES	2,381,985	3,043,463	2,910,645	2,856,166	
TOTAL	9,425,409	10,243,712	10,681,708	11,429,039	7.00%
<i>Offsets Include: \$25,000 in Wetland Filing Fees</i>					
<u>DEPARTMENT OF PUBLIC WORKS</u>					
5 PERSONNEL SERVICES	3,878,441	4,018,549	3,921,224	3,808,670	
6 OTHER EXPENSES	2,886,922	2,769,781	2,661,281	2,590,379	
TOTAL	6,765,362	6,788,330	6,582,505	6,399,049	-2.79%
<i>Offsets Include: \$60,000 in Cemetery Revenues</i>					
<u>FACILITIES</u>					
7 PERSONNEL SERVICES	2,468,675	2,523,350	2,732,130	2,824,220	
8 OTHER EXPENSES	1,363,735	1,370,409	1,446,400	1,463,400	
TOTAL	3,832,410	3,893,759	4,178,530	4,287,620	2.61%
<i>Offsets Include: \$40,000 in Rental Receipts</i>					
<u>LIBRARY</u>					
9 PERSONNEL SERVICES	2,209,245	2,259,133	2,383,930	2,414,256	
10 OTHER EXPENSES	644,496	624,042	674,179	683,085	
TOTAL	2,853,741	2,883,174	3,058,109	3,097,341	1.28%
<u>COMMUNITY SERVICES</u>					
11 PERSONNEL SERVICES	1,738,631	1,684,189	1,956,387	1,779,440	
12 OTHER EXPENSES	369,678	518,578	617,115	681,400	
TOTAL	2,108,309	2,202,767	2,573,502	2,460,840	-4.38%
<i>Offsets Include: 672,531 in User Fees and \$55,000 Grants</i>					
<u>UNCLASSIFIED</u>					
13 COMPENSATION FUND	-	296,339	-	-	
14 RESERVE FUND	inc above	-	200,000	200,000	
TOTAL		296,339	200,000	200,000	
<u>TOWN DEPTS. TOTAL</u>					
PERSONNEL SERVICES	34,537,376	35,242,309	36,599,234	37,929,747	
OTHER EXPENSES	9,504,732	10,054,078	10,306,385	10,138,734	
<i>Less Budgeted Revenues</i>	(2,440,855)	(2,843,607)	(3,024,787)	(2,938,351)	
NET TOTAL	41,601,252	42,452,779	43,880,832	45,130,130	2.85%

**ARTICLE 4**  
**FY2025**  
**OPERATING BUDGET**

					2/2/24
LINE DEPARTMENT ITEM	EXPENDED FY2022	BUDGET FY2023	BUDGET FY2024	TM REC FY2025	% CHANGE FY24-FY25
<u>ANDOVER SCHOOL DEPT</u>					
PERSONNEL SERVICES	72,149,779	77,899,943	79,732,107	82,357,443	
OTHER EXPENSES	17,627,863	17,226,948	18,994,817	20,120,891	
15 TOTAL	89,777,642	95,126,891	98,726,924	102,478,334	3.80%

LINE DEPARTMENT ITEM	EXPENDED FY2022	BUDGET FY2023	BUDGET FY2024	TM REC FY2025	% CHANGE FY24-FY25
<u>SEWER</u>					
16 PERSONNEL SERVICES	323,506	322,112	378,940	388,877	
17 OTHER EXPENSES	2,361,988	3,455,612	3,860,798	4,188,392	
18 DEBT SERVICE *	-	1,644,581	1,558,228	1,173,278	
TOTAL	2,685,494	5,422,305	5,797,966	5,750,547	-0.82%
<u>WATER</u>					
19 PERSONNEL SERVICES	2,219,270	2,336,876	2,395,322	2,339,562	
20 OTHER EXPENSES	3,523,247	6,839,910	5,135,642	4,857,019	
21 DEBT SERVICE *	-	3,694,907	3,923,583	3,807,551	
TOTAL	5,742,517	12,871,693	11,454,547	11,004,132	-3.93%
TOTAL	8,428,011	18,293,997	17,252,513	16,754,679	

LINE DEPARTMENT ITEM	EXPENDED FY2022	BUDGET FY2023	BUDGET FY2024	TM REC FY2025	% CHANGE FY24-FY25
<u>OBLIGATIONS</u>					
22 TECHNICAL SCHOOLS	1,072,920	1,199,085	1,312,220	1,351,587	
23 DEBT SERVICE *	11,028,908	23,258,296	25,503,634	27,952,429	
24 GENERAL INSURANCE	1,254,208	1,170,313	1,280,400	1,549,284	
25 UNEMPLOYMENT COMP.	160,000	164,000	168,100	172,303	
26 RETIREMENT FUND	12,897,390	6,253,956	7,124,644	7,481,089	
27 HEALTH INSURANCE FUND	23,147,462	23,034,797	23,835,094	25,135,936	
28 OPEB	1,696,026	1,753,413	1,812,834	1,874,364	
29 SOLID WASTE	2,978,307	3,847,026	3,824,361	4,140,132	
TOTAL	54,235,221	60,680,886	64,861,287	69,657,124	7.39%
<i>Includes \$45,832 from Premium Reserve</i>					

GRAND TOTAL	196,482,981	219,398,161	227,746,343	236,958,618	
<i>Less Budgeted Revenues</i>	<i>(2,440,855)</i>	<i>(2,843,607)</i>	<i>(3,024,787)</i>	<i>(2,938,351)</i>	
NET TOTAL	194,042,126	216,554,554	224,721,556	234,020,267	4.14%

\* - FY22 Water and Sewer Debt moved from Debt Service to the respective enterprise fund

# 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		FY2022	FY2023	FY2024	FY2025	FY2025
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011141	TOWN MODERATOR SALARY					
	5130 PART TIME	\$0	\$310	\$250	\$250	\$250
	TOTAL SALARIES	\$0	\$310	\$250	\$250	\$250
	<b>TOTAL TOWN MODERATOR</b>	<b>\$0</b>	<b>\$310</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>

## 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		FY2022	FY2023	FY2024	FY2025	FY2025
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011221	SELECT BOARD SALARIES					
	5130 PART TIME	\$16,768	\$13,000	\$18,000	\$18,000	\$18,000
	SUBTOTAL	\$16,768	\$13,000	\$18,000	\$18,000	\$18,000
011222	SELECT BOARD EXPENSES					
	5295 OTHR SVCS	\$1,421	\$1,207	\$0	\$0	\$0
	5310 OFFICE SUP	\$54	\$69	\$150	\$150	\$150
	5700 UNCLAS EXP	\$3,990	\$2,332	\$3,000	\$3,000	\$3,000
	5710 TRAVEL	\$0	\$0	\$500	\$500	\$500
	5730 DUES/SUBSCRIPTIONS	\$8,204	\$8,238	\$8,200	\$8,200	\$8,200
	SUBTOTAL	\$13,669	\$11,845	\$11,850	\$11,850	\$11,850
	<b>TOTAL SELECT BOARD</b>	<b>\$30,437</b>	<b>\$24,845</b>	<b>\$29,850</b>	<b>\$29,850</b>	<b>\$29,850</b>

# FINANCE COMMITTEE

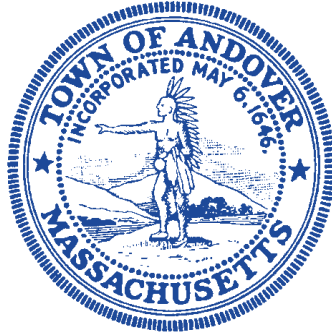
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## Finance Committee

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.

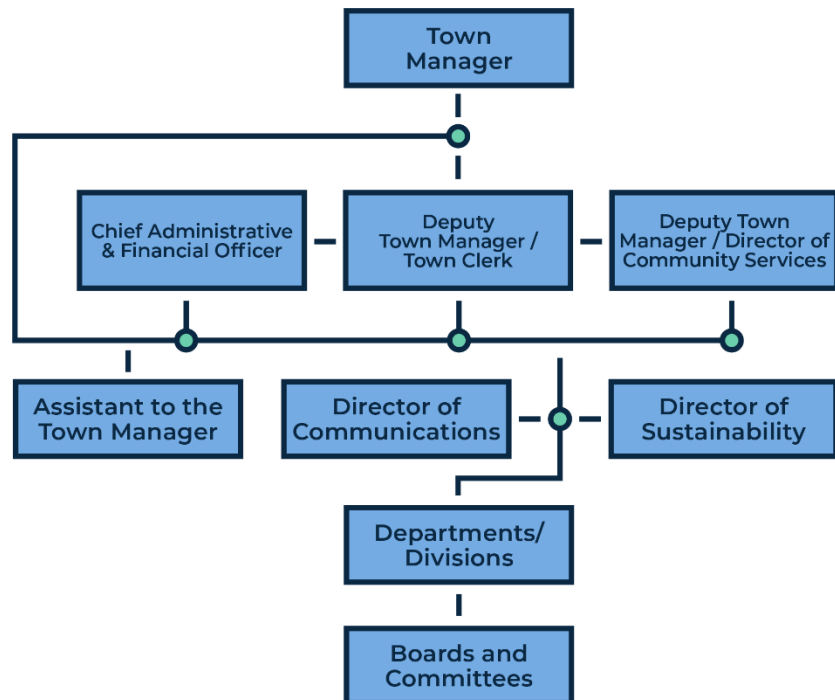
FINANCE COMMITTEE		FY2022	FY2023	FY2024	FY2025	FY2025
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011312	FINANCE COMMITTEE EXPENSES					
5225	POSTAGE	\$3,260	\$6,917	\$6,200	\$6,200	\$6,200
5270	PRINTING	\$20,751	\$29,472	\$26,000	\$29,000	\$29,000
5295	OTHER SERVICES	\$0	\$0	\$0	\$0	\$0
5310	OFFICE SUP	\$0	\$30	\$100	\$0	\$0
5730	DUES/SUBSCRIPTIONS	\$25	\$352	\$600	\$350	\$350
TOTAL	SUBTOTAL	\$24,036	\$36,771	\$32,900	\$35,550	\$35,550
	<b>TOTAL FINANCE COMMITTEE</b>	<b>\$24,036</b>	<b>\$36,771</b>	<b>\$32,900</b>	<b>\$35,550</b>	<b>\$35,550</b>

# 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

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.

<u>Position Classification</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>FTE FY2024</u>	<u>REQ FY2025</u>	<u>TMREC FY2025</u>	<u>TMREC FY2025</u>
Town Manager	1.0	1.0	1.0	1.0	1.0	228,768
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	168,921
Assistant Town Manager		1.0				
Director of Communications			1.0	1.0	1.0	106,561
Assistant to the Town Manager	1.0	1.0	1.0	1.0	1.0	88,879
	3.0	4.0	4.0	4.0	4.0	593,129

<b>TOWN MANAGER</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>GENERAL GOVERNMENT</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
011231	TOWN MANAGER SALARIES					
5110	REG WAGES	\$574,860	\$611,302	\$595,238	\$605,129	\$605,129
5120	OVERTIME	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	\$574,860	\$611,302	\$595,238	\$605,129	\$605,129
011232	TOWN MANAGER EXPENSES					
5220	TELEPHONE	\$532	\$480	\$600	\$600	\$600
5250	ADVRTSNG	\$64	\$70	\$200	\$200	\$200
5270	PRINTING	\$1,836	\$4,549	\$2,500	\$2,500	\$2,500
5231	TRANSPORTATION ALLOWANCE	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
5291	RENTALS EQUIPMENT	\$0	\$0	\$0	\$0	\$0
5295	OTHR SVCS	\$9,157	\$19,199	\$8,000	\$8,000	\$8,000
5310	OFFICE SUP	\$275	\$1,713	\$500	\$500	\$500
5355	AUTOMOTIVE	\$48	\$0	\$0	\$0	\$0
5394	SUPPLIES/BOOKS	\$0	\$158	\$200	\$200	\$200
5490	EVENTS	\$654	\$105	\$0	\$0	\$0
5504	TECHNOLOGY	\$159	\$1,399	\$0	\$0	\$0
5710	TRAVEL	\$0	\$0	\$5,000	\$5,000	\$5,000
5715	PROFESSIONAL DEVELOPMENT	\$5,338	\$11,768	\$12,000	\$12,000	\$12,000
5720	TRAVEL OUT-OF-STATE	\$0	\$0	\$5,000	\$5,000	\$5,000
5730	DUES/SUBSCRIPTIONS	\$5,311	\$815	\$3,500	\$3,500	\$3,500
	<b>SUBTOTAL</b>	\$29,374	\$46,256	\$43,500	\$43,500	\$43,500
	<b>TOTAL TOWN MANAGER</b>	<b>\$604,234</b>	<b>\$657,558</b>	<b>\$638,738</b>	<b>\$648,629</b>	<b>\$648,629</b>

# TOWN MANAGER

## Select Board/Town Manager Goals 2023-2024

Administration & Finance	
Goal	Deliverable
Establish the 10 year average single family tax increase (%) as the benchmark for building the annual budget (excluding exempt debt). Include impact statement in the Town Manager’s Annual Budget & Financial Plan that provides an overview of the following: breakdown of projected increase, comparative analysis to past years, economic factors and major budget drivers.	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. Identify any economic implications that may impact the annual increase.
Work with state delegation to enact special legislation approved by Town Meeting in 2023 to place restrictions on the excess levy capacity created by the POB plan.	Transmit legislation through the delegation and provide periodic updates as it advances through the legislative process.
Work with the Board to review final remaining recommendations of the Town Governance Study Committee. Assist with advancing recommendations as determined by the Select Board.	Facilitate process to review and implement remaining recommendations. Prepare necessary articles for 2024 Annual Town Meeting.
Identify a section of Select Board polices for review in 2024.	Complete review of identified section in 2024.
Highlight projects that have previously been authorized through the Capital Improvement Program that have balances remaining.	Include section in CIP document that highlights previously authorized projects with remaining balances.
Continue to meet or exceed requirements for inspection and removal of lead water service lines established in the voluntary administrative consent order with DEP.	Investigate 400 unknown service lines and replace 25 in accordance with voluntary administrative consent order with DEP.
Evaluate Phase 1 of Public Safety staffing plan, continue to assess staffing levels, and identify additional needs to be incorporated in Phase 2 of the plan.	Include Phase 2 of Public Safety staffing plan in FY2025 budget recommendation.
Review recommendations of the Community Health Improvement Plan (CHIP) and identify resources needed to implement its recommendations.	Review recommendations and establish plan for implementing recommendations as appropriate.
Develop and implement tools and programs that support the recruitment and retention of a talented workforce. This effort should include identifying opportunities for increasing access to Town services for residents and businesses.	Develop and implement tools and programs by Spring of 2024.
Develop outreach strategy to promote opportunities to apply for vacant positions on Town Boards and Committees.	Develop and launch annual campaign promoting available positions on boards and commissions using social media and other digital outreach tools. Complement annual push with periodic communications about vacancies.
Review and update the Town’s Financial Policies, Debt Analysis Tool, and financial forecasting models to improve the Town’s long range financial planning and financial management tools and resources.	Establish a working group for the Town’s Financial Policy Review by the spring of 2024, present an updated Debt Analysis Tool within the FY2025 Capital Improvement Program, and finalize an updated Long Range Financial Plan for the FY2025 Operating Budget.
Develop comprehensive assessment and selection process for Town Counsel and Fire Chief.	Complete comprehensive assessment of candidates for both positions. Appoint new Town Counsel and Fire Chief.
Continue to explore opportunities, where appropriate, to reorganize resources to better meet the needs of the community and organization.	Finalize the reorganization of the Community Services Department, including establishing a Kid Care Division to meet the evolving needs of the community. Establish Enterprise Fund and Capital Project Accounting Division within the Finance Department. Complete study of Information Technology Department and develop process for implementing recommendations.
Manage the disbursement of the Town’s American Rescue Plan Act (ARPA) Funds.	Present the Board with semi-annual updates by expenditure category.
Provide the Board with an update on departmental and division goals, including relevant metrics and outcomes and potential barriers(e.g., quarterly updates in the areas of DEI, Sustainability, Water & Business Engagement).	Ongoing
Provide updates to the Board on construction projects, including both infrastructure projects and building projects, as needed throughout the year.	Ongoing
Continue to work with the Open Space Task Force to further develop the process for identifying and prioritizing parcels for potential acquisition. Update the Board as necessary.	Ongoing

# TOWN MANAGER

Resident Response Management & Engagement	
Goal	Deliverable
Develop a comprehensive, multi-faceted public education campaign leading up to Annual Town Meeting.	Produce education educational resources in a variety of media, including digital, video, and print, for distribution on social media and public events.
Expand subscribership of the Bartlet Street Dispatch, the Town's official bi-weekly newsletter.	Generate a 20% increase in subscribers by the end of FY2024 by leveraging social media to promote the the newsletter, developing a process to gather subscriptions at in-person events, and partnering with various Town departments to engage new audiences.

Capital Improvements	
Goal	Deliverable
Complete Phase 1 of access and customer service improvements to Town Offices with a focus on meeting space, ADA compliance, customer service, and user experience. Begin Phase 2 by end of FY2024.	Re-open 3rd Floor of Town Offices by Spring of 2024.
Manage the capping of the Ledge Road Landfill	Proceed with project in compliance with administrative consent order.
Develop preferred concept and financing plans for recreational improvements including, but not limited to, developing the Park Property.	On hold.
Advance the Haggetts Pond Rail Trail Project	Complete design of project by end of FY2024.
Complete Downtown parking lot project and Old Town Hall adaptive reuse assessment process.	Complete parking lot project by fall of 2023. Present findings from adaptive reuse assessment process.

Economic Development & Housing	
Goal	Deliverable
Assist the Board with the review of the MBTA Community Multi-Family Housing law and make any necessary recommendations relative to meeting the law's requirements by winter of 2023.	Work with MBTA Communities Working Group to assess requirements of the law and its implementation in Andover. Ensure that draft zoning amendment article(s) is/are prepared for the 2024 Annual Town Meeting.
Monitor and manage the permitting process for development of 11 Lewis Street.	Ensure compliance with deliverables and timelines established in the executed Land Disposition Agreement.
Investigate the use of Town-owned properties and land to support new housing opportunities.	Develop and maintain an inventory of eligible property for consideration of disposition.

# TOWN MANAGER

Active Transportation	
Goal	Deliverable
Continue sidewalk program and incorporate work into the FY2025-FY2029 Capital Improvement Program based on the Sidewalk Master Plan.	Present and adopt the Sidewalk Master Plan by fall 2023. Begin implementation of identified streets based on Master Plan findings beginning in 2024.
Develop Complete Streets Prioritization Plan.	Form Steering Committee. Continue public process to draft project list for prioritization plan to be submitted to the State in spring of 2024.
Complete implementation of townwide 25 mph speed limit. Identify strategic locations and install newly acquired speed signs.	Finalize list of non-applicable roads through MassDOT and continue public awareness campaign. Install speed signs by the end of fall 2023.
Investigate and implement Elm Square intersection improvements.	Complete traffic study and RSA in Summer of 2023. Implement recommendations to Elm Square intersection.

River & Open Space Access	
Goal	Deliverable
Complete the Merrimack River Access Project along the Heffron Right of Way and the Greater Lawrence Technical School easement that will provide public safety and public access to the Merrimack River	Bid and complete access road in 2023. Complete docking system in spring of 2024.
Work with neighbors to complete design of an ADA accessible kayak launch at Nason's Landing.	Present project for funding at 2024 Annual Town Meeting.

Energy & Sustainability	
Goal	Deliverable
Develop understanding of the potential impacts of a specialized opt-in building code adoption for all new buildings.	Study impacts in order to identify appropriate next steps.
Upon DPU approval of Andover's municipal aggregation plan, conduct an education campaign targeting 20% enrollment in the "Andover Ultimate" 100% local renewable power option.	Develop and implement a townwide education campaign to include direct mailings, yard signs, and digital outreach material.
Implement Town Tree Removal and Replacement Policy	Appoint Tree Committee and work with committee to implement tree removal notification process, and other measures established in the policy.

# TOWN MANAGER

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Diversity, Equity & Inclusion	
Goal	Deliverable
Support Andover's Youth, particularly those underrepresented, in increasing their sense of safety, security and inclusion.	Present findings from the Youth Summit to the public via targeted engagement activities. Collaborate with APS, AYS, and Andover Recreation to ensure Youth voices are amplified.
Implement strategic recommendations regarding hiring and supporting a more diverse workforce.	Institute effective pipelining to diversify applicant pool. Continue cultural competence training for all municipal staff.
Ensure successful completion of DEI priorities as outlined in Andover's 2023 CHIP Plan.	Launch incident reporting and tracking process by Q1, 2024. Develop initiative to increase representation of historically underrepresented communities on boards, commissions, and committees. Lead effort to reduce barriers to equitable health care in order to reduce health disparities. Increase visibility of Town support for LGBTQ community.

# TOWN MANAGER

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## *Sustainability*

Under the general direction of the Town Manager, the Sustainability Director develops and administers programs and policy initiatives to advance Andover's sustainability profile. Specifically, the Sustainability Director is responsible for:

- Developing the community's climate and sustainability action plan;
- Setting town-wide sustainability goals and tracking progress;
- Working with the Andover Public Schools, and other Town Departments on sustainability initiatives
- Applying to and managing federal, state, regional, private and philanthropic grants;
- Advising on environmental policies and operations, including but not limited to: energy efficiency; renewable energy; transportation; waste reduction and recycling; water conservation; green infrastructure (including public trees), and system resilience and natural disaster planning.
- Communicating with the public via maintaining a Sustainability website, liaising with the Andover Green Advisory Board, participating in other commission meetings, publishing electronic newsletters, and posting to social media sites

## **Goals & Objectives**

- Developing and updating the community's climate and sustainability action plan;
- Setting town-wide sustainability goals and tracking progress;
- Collaborating with the Andover Public Schools and other Town Departments on sustainability initiatives;
- Applying to and managing federal, state, regional, private and philanthropic grants;
- Advising on environmental policies and operations, including but not limited to energy efficiency; renewable energy; transportation; waste reduction and recycling; water conservation; green infrastructure (including public trees), as well as system resilience and natural disaster planning.
- Communicating with the public via maintaining a Sustainability website, liaising with the Andover Green Advisory Board, participating in other commission meetings, publishing electronic newsletters, organizing and staffing other outreach events, and posting to social media sites

## **Major Accomplishments in FY2023 and FY2024 To Date**

- April 2023: Awarded a Massachusetts Department of Energy Resources Green Communities Division Municipal Energy Technical Assistance (META) grant for \$15,000 to complete an energy resilience evaluation of the Shawsheen Village Sewer Pump Station.
- August 2023: Awarded a Massachusetts Municipal Vulnerability Preparedness (MVP) Grant for \$81,900 to continue hydrology and hydraulics modeling of the Shawsheen River watershed and to complete a preliminary design for Lower Shawsheen Playground for flood mitigation.
- September 2023: Delivered the first-ever Climate Action and Sustainability Plan complete with an implementation roadmap for 35 priority climate actions.
- November 2023: Awarded \$147,000 by the Healey-Driscoll Administration and the Attorney General's Office to purchase and install solar powered streetlights at the Playstead walking path and overflow parking lot.
- December 2023: Obtained preliminary approval for the Andover Community Power (ACP) municipal aggregation plan pending the submission and acceptance of compliance filings required by the Department of Public Utilities (DPU).

## **Major FY2025 Initiatives**

In addition to continuing daily sustainability operations, the Sustainability Director will pursue the following major initiatives in FY2025. These are informed by Select Board FY2023 Energy and Sustainability objectives, Town Manager as well as other Andover Department inputs, Andover Green Advisory Board discussions and community feedback.

- **Implementation of Andover Climate Action and Sustainability and Hazard Mitigation Plan Public Education Initiatives through Operationalizing the 2025 Andover Climate Summit**– Initiate a robust

# TOWN MANAGER

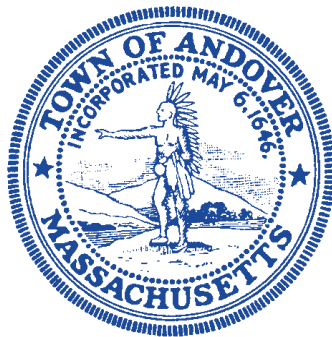
public education campaign focused on energy efficiency and electrification (including an effort focused on improving the adoption of heat pump technologies) while identifying one or more strategies to improve community climate and social resilience as a part of the 2025 Climate Summit.

- **Andover Community Power (ACP) Rollout** – Pending successful selection of an electricity supplier and favorable market conditions, launch the ACP program.
- **Energy Management Software** – Complete transition to a new energy management software system to automate utility bill analyses, track solar credits and verify the impact of energy conservation measures over time across municipal buildings and plants.
- **Solar and Electrification Projects** – Initiate one or more solar and electrification projects on municipal and school properties as a part of the Merrimack Valley Renewal Funding
- **Maintain Certified Energy Manager accreditation**– maintain expertise in energy procurement contracts and building management system to reduce costs, improve return on investments, and increase occupant comfort in support of Green Communities proposals and in-house energy projects

<u>Position Classification</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>FTE FY2024</u>	<u>REQ FY2025</u>	<u>TMREC FY2025</u>	<u>TMREC FY2025</u>
<b>SUSTAINABILITY</b>						
Director of Sustainability and Energy	1.0	1.0	1.0	1.0	1.0	101,336
	1.0	1.0	1.0	1.0	1.0	101,336

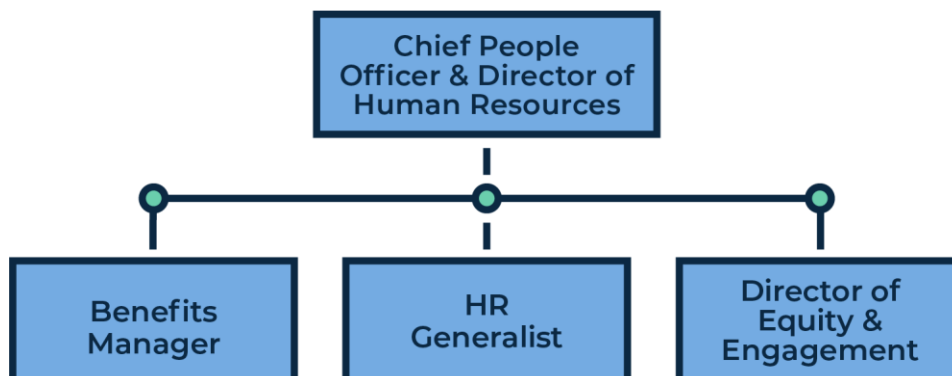
<b>SUSTAINABILITY</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>GENERAL GOVERNMENT</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
011251	SUSTAINABILITY SALARIES					
5110	REG WAGES	\$88,793	\$91,841	\$97,702	\$101,336	\$101,336
	SUBTOTAL	\$88,793	\$91,841	\$97,702	\$101,336	\$101,336
011252	SUSTAINABILITY EXPENSES					
5268	PROFESSIONAL SERVICES	\$8,512	\$8,940	\$39,000	\$31,000	\$31,000
5270	PRINTING	\$117	\$289	\$750	\$800	\$800
5295	OTHR SVCS	\$0	\$692	\$500	\$750	\$750
5310	OFFICE SUP	\$250	\$152	\$980	\$500	\$500
5710	TRAVEL	\$0	\$9	\$325	\$550	\$550
5715	PROFESSIONAL DEVELOPMENT	\$1,995	\$0	\$600	\$600	\$600
5730	DUES/SUBSCRIPTIONS	\$0	\$195	\$550	\$600	\$600
	SUBTOTAL	\$10,874	\$10,277	\$42,705	\$34,800	\$34,800
	<b>TOTAL SUSTAINABILITY</b>	<b>\$99,667</b>	<b>\$102,119</b>	<b>\$140,407</b>	<b>\$136,136</b>	<b>\$136,136</b>

# PEOPLE & 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.*



# PEOPLE & HUMAN RESOURCES

The mission of the Department of People & Human Resources Office is to serve employees, retirees, prospective employees and the residents 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.

## FY2025 Goals

In FY2025, People & Human Resources aims to enhance recruitment, retention, and DEI efforts. This includes expanding employee benefit and engagement practices, offering targeted training for department managers, and conducting a health insurance audit to ensure compliance with Massachusetts General Law, Chapter 32B §26. These initiatives aim to attract a highly qualified workforce, improve employee experience, and uphold compliance standards.

<b>Position Classification</b>	<b>FTE FY2022</b>	<b>FTE FY2023</b>	<b>FTE FY2024</b>	<b>REQ FY2025</b>	<b>TMREC FY2025</b>	<b>TMREC FY2025</b>
<b>HUMAN RESOURCES</b>						
Chief People Officer		1.0	1.0	1.0	0.75	110,250
Human Resources Generalist			0.70	0.70	0.70	57,540
		1.0	1.70	1.70	1.45	167,790
*Funded from Health Trust: Chief People Officer 25%, Human Resources Generalist 30%, Benefits Manager 100%						

<b>HUMAN RESOURCES</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>GENERAL GOVERNMENT</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
011521	<b>HUMAN RESOURCES SALARIES</b>					
5110	REG WAGES	\$65,823	\$140,471	\$199,391	\$167,790	\$167,790
	<b>SUBTOTAL</b>	\$65,823	\$140,471	\$199,391	\$167,790	\$167,790
011522	<b>HUMAN RESOURCES EXPENSES</b>					
5250	ADVERTISING	\$0	\$6,359	\$7,500	\$10,000	\$10,000
5295	OTHR SVCS	\$0	\$3,726	\$0	\$15,000	\$15,000
5310	OFFICE SUP	\$0	\$2,482	\$500	\$500	\$500
5327	DRUG TESTING	\$0	\$1,340	\$4,000	\$4,000	\$4,000
5710	TRAVEL	\$0	\$1,000	\$2,000	\$2,000	\$2,000
5715	PROFESSIONAL DEVELOPMENT	\$0	\$2,650	\$4,000	\$6,500	\$6,500
5730	DUES/SUBSCRIPTIONS	\$0	\$275	\$2,000	\$2,500	\$2,500
	<b>SUBTOTAL</b>	\$0	\$17,833	\$20,000	\$40,500	\$40,500
	<b>TOTAL HUMAN RESOURCES</b>	<b>\$65,823</b>	<b>\$158,304</b>	<b>\$219,391</b>	<b>\$208,290</b>	<b>\$208,290</b>

# PEOPLE & HUMAN RESOURCES

The Equity and Engagement Division within People & Human Resources has several distinct charges; to lead and support the work of Andover DIVERSE and its Commission on Diversity, Equity and Inclusion; to lead and facilitate Andover’s Leadership Academy and graduate classes, and to support the engagement of Andover residents and municipal staff in the building of community through volunteerism, leadership development and investment in improving the lives of all who call Andover home.

Andover DIVERSE (Diversity, Inclusion, Values, Respect, Support and Education) is a Division focused on advancing community-driven initiatives and engagement with the goal of building a more inclusive Andover. Andover’s Commission on Diversity, Equity and Inclusion works to combat the realities of racism and intolerance in Andover by supporting programs, initiatives, education, outreach, policies, and institutional change which contribute to an inclusive Andover; a community which embraces tolerance, inclusiveness and respect for all.

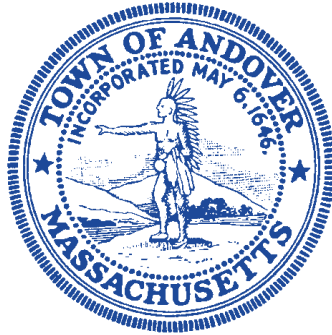
## FY2025 Goals

- Ensure continued achievement of goals and outcomes associated with Andover’s DEI Strategic Plan
- Build on the success of Andover’s Leadership Academy and associated graduate classes
- Conduct community-based focus groups and survey to determine the status of social determinants of health for Andover’s historically underrepresented populations as per Andover’s 2023 CHIP
- Continue to offer a range of leadership development opportunities for municipal staff in the areas of cultural competence, de-escalation and leading inclusive teams
- Continued collaboration with municipal staff and departments in completing the strategic workplace enhancements articulated in Andover’s DEI Strategic Plan

<b>Position Classification</b>	<b>FTE FY2022</b>	<b>FTE FY2023</b>	<b>FTE FY2024</b>	<b>REQ FY2025</b>	<b>TMREC FY2025</b>	<b>TMREC FY2025</b>
<b>EQUITY &amp; ENGAGEMENT</b>						
Director of Equity & Engagement	0.0	1.0	1.0	1.0	1.0	144,456
	0.0	1.0	1.0	1.0	1.0	144,456

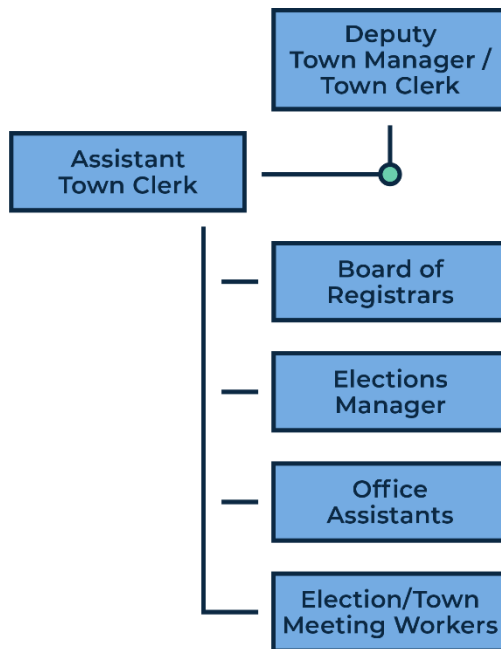
<b>EQUITY &amp; ENGAGEMENT COMMUNITY SERVICES</b>		<b>FY2022 ACTUAL</b>	<b>FY2023 ACTUAL</b>	<b>FY2024 BUDGET</b>	<b>FY2025 DEPT REQ</b>	<b>FY2025 TOWN MGR</b>
015441	EQUITY & ENGAGEMENT					
	5110 REG WAGES	\$137,516	\$140,233	\$144,456	\$144,456	\$144,456
	SUBTOTAL	\$137,516	\$140,233	\$144,456	\$144,456	\$144,456
015442	EQUITY & ENGAGEMENT					
	5256 DIVERSITY INCLUSION EQUITY	\$0	\$0	\$0	\$20,000	\$20,000
	5274 CITIZENS LEADERSHIP ACADEMY	\$3,695	\$4,850	\$5,000	\$6,500	\$5,000
	5310 OFFICE SUP	\$341	\$206	\$1,000	\$1,000	\$1,000
	5710 TRAVEL	\$0	\$0	\$500	\$500	\$500
	5715 PROFESSIONAL DEV	\$474	\$321	\$2,000	\$2,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	\$229	\$0	\$1,500	\$1,500	\$1,500
	SUBTOTAL	\$4,739	\$5,378	\$10,000	\$31,500	\$30,000
	<b>TOTAL EQUITY &amp; ENGAGEMENT</b>	<b>\$142,255</b>	<b>\$145,611</b>	<b>\$154,456</b>	<b>\$175,956</b>	<b>\$174,456</b>

# 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

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The Town Clerk's Office is responsible for managing the Town's elections and Town Meetings. Along with the Board of Registrars, the office 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. These licenses include: Alcoholic Beverage, Common Victualler, Public Vehicle for Hire, Storage of Inflammables, Raffles & Bazaars, Lodging Houses, Dog licenses, Entertainment licenses, Outdoor Dining 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. The office also maintains 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.

## **FY2025 Objectives**

### **Elections & Town Meetings**

- To manage the 2024 September Primary.
- To manage the 2024 Presidential Election.
- To manage the 2025 Annual Town Election.
- To manage the 2025 Annual Town Meeting.
- To manage any Special Town Meetings or Special Elections.
- To monitor progress of proposed legislation and be prepared to implement any changes in election laws and procedures.
- 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

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## **Records 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 refine the outdoor dining licensing process.
- To help refine online permitting/licensing.
- 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 various aspects of the office responsibilities.

## **Communications**

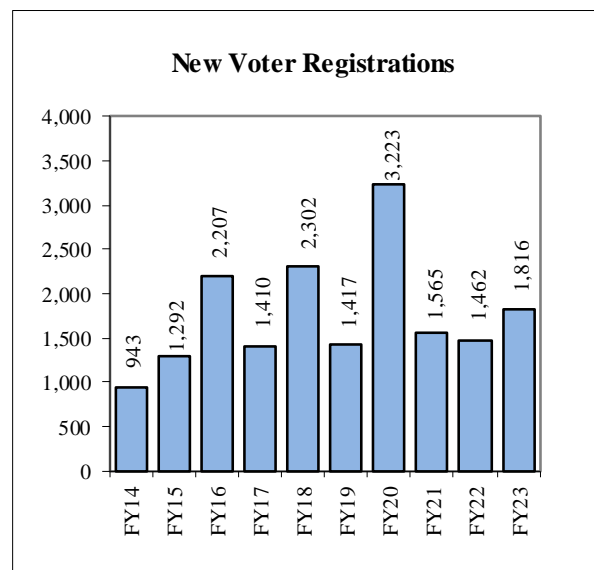
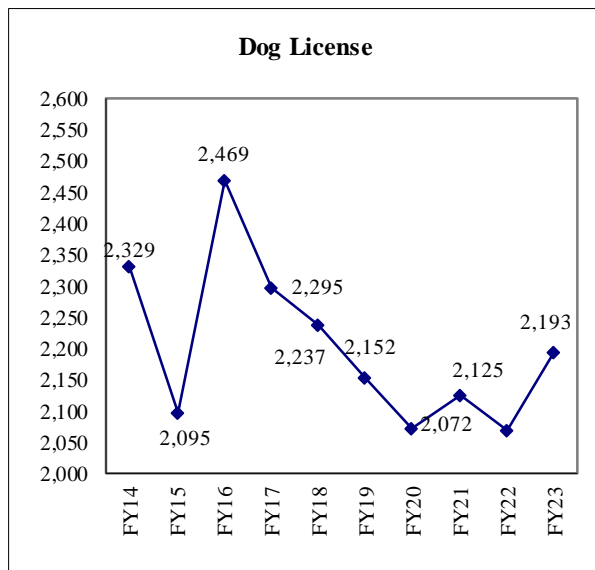
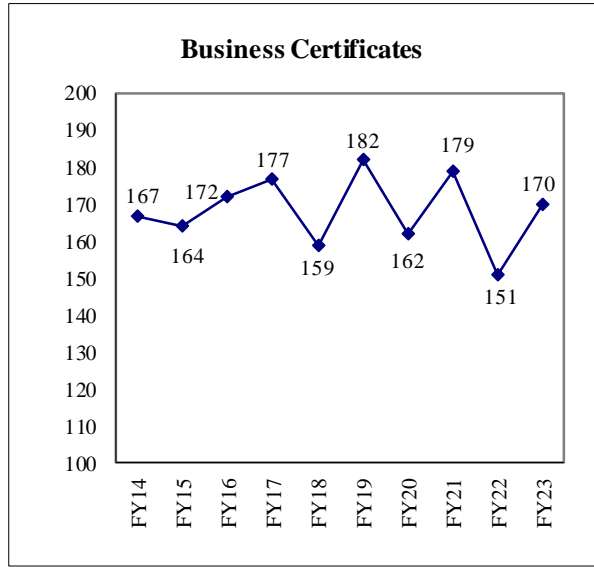
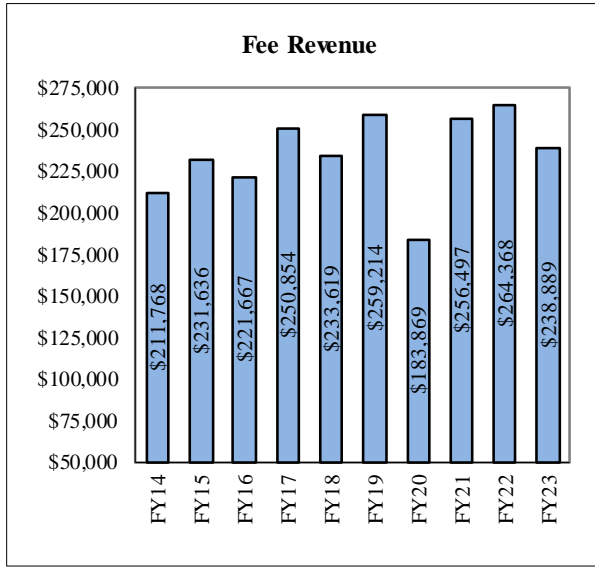
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, social media, cable TV, newsletters, and mailings that may be available from time to time.

## **Customer Service**

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

# TOWN CLERK

## Town Clerk Performance Statistics

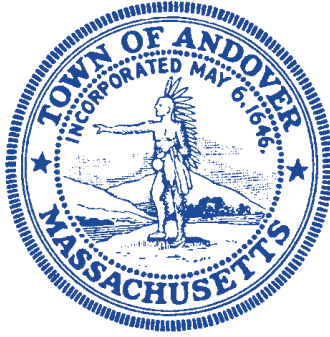


# TOWN CLERK

<u>Position Classification</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>FTE FY2024</u>	<u>REQ FY2025</u>	<u>TMREC FY2025</u>	<u>TMREC FY2025</u>
<b>TOWN CLERK</b>						
Deputy Town Manager & Town Clerk	1.0	1.0	1.0	1.0	1.0	168,921
Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	88,675
Records Specialist	1.0					
Election Manager		1.0	1.0	1.0	1.0	77,643
Office Assistant III	1.0	1.0	1.0	1.0	1.0	64,100
Customer Service Assistant	0.5	0.5	0.5	0.98	0.98	59,003
	4.5	4.5	4.5	4.98	4.98	458,342

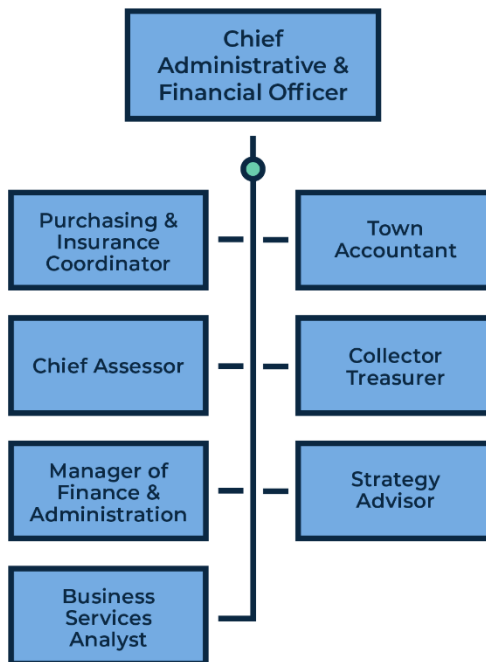
<b>TOWN CLERK</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>GENERAL GOVERNMENT</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
011611	TOWN CLERK SALARIES					
5110	REG WAGES	\$258,537	\$336,098	\$378,941	\$399,339	\$399,339
5120	OVERTIME	\$5,997	\$25,283	\$15,000	\$21,000	\$21,000
5130	PART TIME	\$18,125	\$27,662	\$44,200	\$59,003	\$49,003
5135	PT ELECT	\$22,028	\$79,066	\$51,540	\$60,050	\$60,050
5188	RETRO WAGES	\$0	\$90	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$304,687</b>	<b>\$468,198</b>	<b>\$489,681</b>	<b>\$539,392</b>	<b>\$529,392</b>
011612	TOWN CLERK EXPENSES					
5225	POSTAGE	\$17,552	\$20,977	\$17,900	\$19,210	\$19,210
5250	ADVRTSNG	\$1,475	\$545	\$2,000	\$2,000	\$2,000
5270	PRINTING	\$23,698	\$25,813	\$25,350	\$23,850	\$23,850
5271	CREDIT CARD FEES	\$354	\$779	\$1,000	\$1,000	\$1,000
5282	REP-OFF EQ	\$25,412	\$8,980	\$14,500	\$14,300	\$14,300
5291	RENTALS EQUIPMENT		\$1,209		\$0	\$0
5295	OTHR SVCS	\$26,695	\$37,562	\$28,660	\$47,845	\$47,845
5310	OFFICE SUP	\$8,619	\$10,489	\$5,700	\$7,700	\$7,700
5420	OFF EQUIP	\$357	\$969	\$1,000	\$1,000	\$1,000
5710	TRAVEL	\$1,058	\$1,126	\$2,000	\$2,250	\$2,250
5715	PROF DEV	\$400	\$1,175	\$1,500	\$1,750	\$1,750
5730	DUES/SUBSCRIPTIONS	\$1,104	\$1,663	\$2,050	\$2,020	\$2,020
	<b>SUBTOTAL</b>	<b>\$106,724</b>	<b>\$111,288</b>	<b>\$101,660</b>	<b>\$122,925</b>	<b>\$122,925</b>
	<b>TOTAL TOWN CLERK</b>	<b>\$411,411</b>	<b>\$579,486</b>	<b>\$591,341</b>	<b>\$662,317</b>	<b>\$652,317</b>

# ADMINISTRATION & FINANCE



## Mission Statement

*To build and reinforce confidence in the Town's administrative and 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.*



# ADMINISTRATION & FINANCE

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The Finance and Budget Department has six divisions: Administration, Business Services & Strategy, Accounting, Assessor, Collector/Treasurer, and Central Purchasing/Central Services.

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

The **Business Services & Strategy Division** is responsible for providing management of the town's Enterprise Funds, major contractual obligations such as solid waste and utility contracts, providing financial management and oversight to the town's capital projects, and creating and implementing best practices for financial management standards across the organization. Additionally, this division is responsible for the visioning and management of organizational improvements. This includes leading the internal strategic planning process, re-imagining the town's approach to project management, technical training, and overall organizational capacity and capabilities. This division will serve as a facilitator across the organization in order to foster greater collaboration and best practices.

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 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.

# ADMINISTRATION & FINANCE

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## FY2025 Objectives

### *Administration*

- To provide the 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.
- Continue to update and enhance long range financial planning for the town's Enterprise Funds.
- Develop an easy-to-understand Popular Annual Financial Report which highlights the town's financial information and trends for the public.
- To enhance the information and use of the town web site for staff, residents, and businesses.
- To work with the Innovation and Technology 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.

### *Business Services & Strategy*

- Develop best practices for management of the town's major obligations and enterprise activities.
- Create systems to enhance financial best practices across the organization.
- Serve as a resource to town departments on divisions for financial analysis, process improvement, and resource allocation.

### *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.
- Coordinate with Human Resources and the Town Treasurer and prepare direct insurance billing.
- Maintain Water and Sewer ledgers.
- Record, distribute and reconcile Town departmental attendance records.
- Continually assess Town wide internal controls and fraud risks.
- Respond to information requests from both internal and external sources.
- Administer payroll for all Town departments and work with the Treasurer's Office to coordinate annual Form W-2s
- Process payments to vendors for all Town departments and issue annual Form 1099s.

### *Assessing*

- To continue the fair and equitable valuation of all property within the town.
- To seek out and value all taxable personal property in accordance with State Law.
- 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 remains the primary goal.
- To bring Andover through the Certification Year ahead with the Division of Local Services, ensuring new targets set by the State are met and exceeded.
- To hire, educate, train, and support new team members as we see others move on to enjoy their retirements.

### *Collector/Treasurer*

- To continue to provide courteous and prompt service to all of our taxpayers & ratepayers.
- Continue to evaluate current methods of delivering various services to ensure that the most productive, cost-efficient method is utilized.
- Continue to reconcile all receivable and cash accounts in a timely manner.
- Continuously update information found on the Town's website to increase online presence and payments.
- Continued concentrated effort to collect and reduce delinquent tax title accounts.
- Increase collection efforts on land of low value and owner unknown accounts.

## ADMINISTRATION & FINANCE

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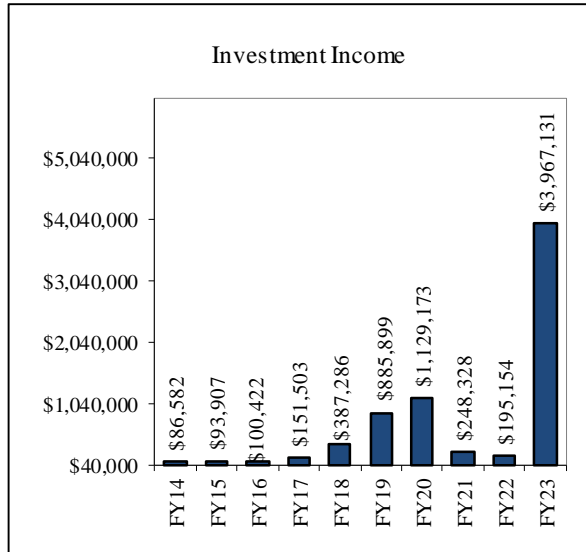
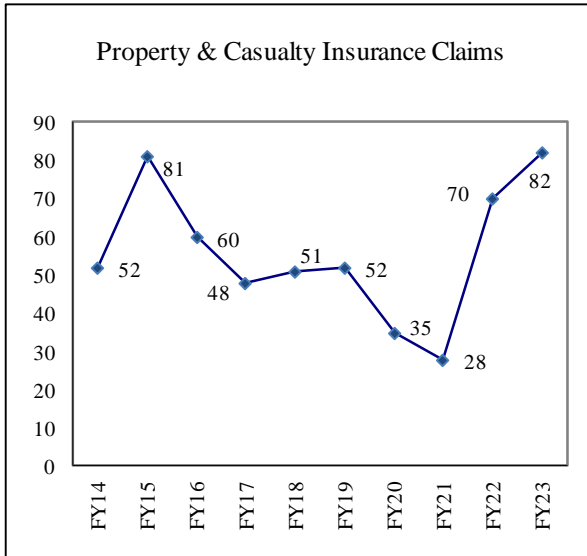
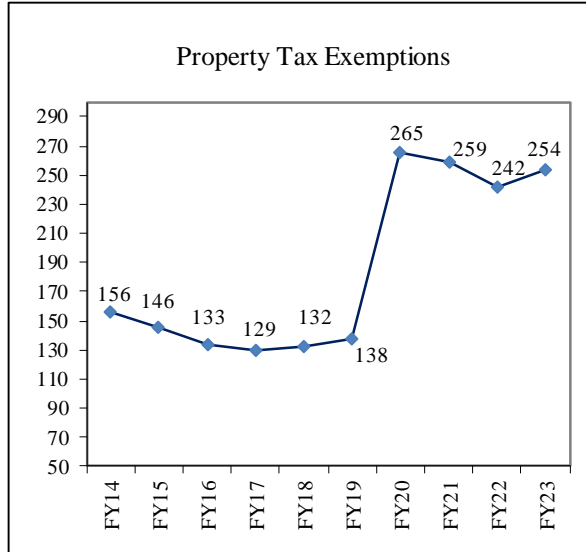
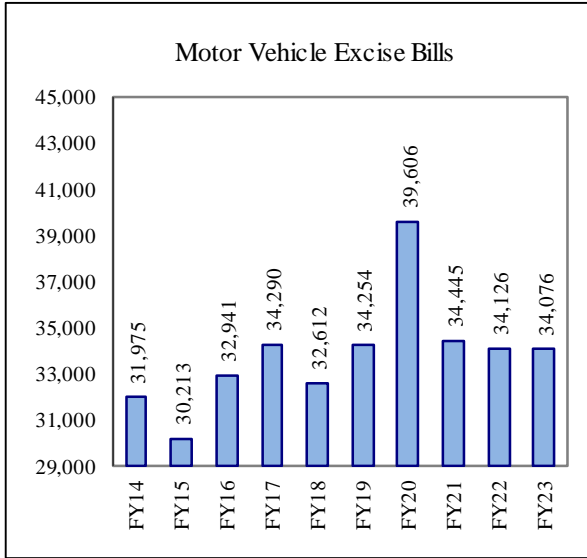
- Work with the Purchasing Department and Accounting Department to allow the Electronic Fund Transfer (EFT) option for all vendors to accept paperless payments.
- Continue to improve the implemented Cash Management Plan.
- Oversee that all current short-term investments maximize investment income while meeting the requirements of our Investment Policy, and that cash flow is sufficient to meet the Town's needs.

### *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](http://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.

# ADMINISTRATION & FINANCE

## Finance Performance Statistics



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

# ADMINISTRATION & FINANCE

<u>Position Classification</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>FTE FY2024</u>	<u>REQ FY2025</u>	<u>TMREC FY2025</u>	<u>TMREC FY2025</u>
<b>ADMINISTRATION &amp; FINANCE</b>						
<u>FINANCE ADMINISTRATION</u>						
Chief Administrative & Financial Officer	0.0	0.0	1.0	1.0	1.0	168,921
Finance and Budget Director	1.0	1.0	0.0	0.0	0.0	
Manager, Financial Administration*	0.0	1.0	1.0	1.0	1.0	46,454
Administrative Secretary	1.0	0.0	0.0	0.0	0.0	
	2.0	2.0	2.0	2.0	2.0	215,375
* - 50% of Salary Charged to ARPA Grant						
<u>BUSINESS SERVICES &amp; STRATEGY</u>						
Strategy Advisor	0.0	0.0	0.0	0.55	0.55	85,000
Business Services Analyst	0.0	0.0	0.0	1.0	1.0	85,800
	-	-	-	1.55	1.55	170,800
<u>COLLECTOR/TREASURER</u>						
Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	134,898
Asst. Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	90,553
Cash Manager	1.0	1.0	1.0	1.0	1.0	76,915
Office Assistant III	1.0	1.0	1.0	1.0	1.0	69,550
	4.0	4.0	4.0	4.0	4.0	371,916
<u>ASSESSING</u>						
Chief Assessor	1.0	1.0	1.0	1.0	1.0	122,500
Senior Assessor	1.0	1.0	1.0	1.0	1.0	94,972
Field Appraiser	1.0	1.0	1.0	1.0	1.0	79,245
Office Coordinator	1.0	1.0	1.0	1.0	0.0	
Office Assistant III	1.0	1.0	1.0	1.0	2.0	128,790
	5.0	5.0	5.0	5.0	5.0	425,507
<u>CENTRAL PURCHASING</u>						
Purchasing Agents/Ins Coordinator *	0.6	0.6	0.6	0.6	0.6	72,450
Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	89,404
	1.6	1.6	1.6	1.6	1.6	161,854
<u>TOWN ACCOUNTANT</u>						
Town Accountant/Asst Finance Director	1.0	1.0	1.0	1.0	1.0	134,898
Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	91,552
Payroll Administrator	1.0	1.0	1.0	1.0	1.0	94,485
Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	71,779
Accounting Assistant						
Office Assistant II	0.5	0.5	0.5	0.5	0.5	34,352
	4.5	4.5	4.5	4.5	4.5	427,066
<b>ADMINISTRATION &amp; FINANCE TOTAL</b>	17.1	17.1	17.1	17.1	18.7	1,768,908
* - Charged 60% Town/40% School						

# ADMINISTRATION & FINANCE

FINANCE ADMINISTRATION			FY2022	FY2023	FY2024	FY2025	FY2025
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011331	FINANCE ADMIN SALARIES						
	5110	REG WAGES	\$205,722	\$242,065	\$204,941	\$215,375	\$215,375
	5120	OVERTIME	\$7,336	\$6,493	\$6,000	\$6,000	\$6,000
	5130	PART-TIME	\$0	\$6,898	\$30,450	\$30,450	\$30,450
	5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL		\$213,058	\$255,456	\$241,391	\$251,825	\$251,825
011332	FINANCE ADMIN EXPENSES						
	5255	SOFTWARE SUPPORT	\$137,900	\$142,647	\$150,000	\$157,500	\$157,500
	5270	PRINTING	\$212	\$0	\$0	\$0	\$0
	5295	OTHER SERVICES	\$996	\$2,099	\$550	\$2,500	\$2,500
	5310	OFFICE SUP	\$892	\$657	\$500	\$500	\$500
	5394	SUPPLIES/BOOKS	\$0	\$0	\$60	\$0	\$0
	5430	OTHER EQUIPMENT	\$0	\$0	\$0	\$0	\$0
	5504	TECHNOLOGY	\$0	\$0	\$0	\$0	\$0
	5710	TRAVEL	\$2,128	\$311	\$2,500	\$1,500	\$1,500
	5715	PROFESSIONAL DEVELOPMENT	\$2,071	\$2,864	\$3,000	\$2,500	\$2,500
	5720	TRAVEL OUT OF STATE	\$0	\$0	\$0	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	\$801	\$515	\$1,000	\$500	\$500
	SUBTOTAL		\$145,000	\$149,093	\$157,610	\$165,000	\$165,000
	<b>TOTAL FINANCE ADMINISTRATION</b>		<b>\$358,058</b>	<b>\$404,549</b>	<b>\$399,001</b>	<b>\$416,825</b>	<b>\$416,825</b>

BUSINESS SERVICES & STRATEGY			FY2022	FY2023	FY2024	FY2025	FY2025
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011392	5110	REG WAGES	\$0	\$0	\$0	\$170,800	\$170,800
	SUBTOTAL		\$0	\$0	\$0	\$170,800	\$170,800
	<b>TOTAL BUSINESS &amp; STRATEGY</b>		<b>\$0</b>	<b>\$0</b>	<b>\$60</b>	<b>\$170,800</b>	<b>\$170,800</b>

TOWN ACCOUNTANT			FY2022	FY2023	FY2024	FY2025	FY2025
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011351	TOWN ACCOUNTANT SALARIES						
	5110	REG WAGES	\$356,883	\$357,987	\$374,120	\$392,714	\$392,714
	5120	OVERTIME	\$1,272	\$892	\$1,500	\$0	\$0
	5130	PART TIME	\$23,188	\$24,787	\$31,432	\$34,352	\$34,352
	5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL		\$381,343	\$383,666	\$407,052	\$427,066	\$427,066
011352	TOWN ACCOUNTANT EXPENSES						
	5270	PRINTING	\$0	\$0	\$1,400	\$1,300	\$1,300
	5295	OTHR SVCS	\$66,480	\$66,780	\$75,000	\$75,000	\$70,000
	5310	OFFICE SUP	\$2,529	\$3,386	\$4,000	\$4,000	\$4,000
	5504	TECHNOLOGY	\$0				
	5710	TRAVEL	\$1,894	\$1,730	\$2,900	\$3,000	\$3,000
	5715	PROFESSIONAL DEVELOPMENT	\$2,663	\$2,185	\$4,500	\$4,500	\$3,500
	5730	DUES/SUBSCRIPTIONS	\$529	\$195	\$600	\$600	\$600
	SUBTOTAL		\$74,095	\$74,276	\$88,400	\$88,400	\$82,400
	<b>TOTAL TOWN ACCOUNTANT</b>		<b>\$455,438</b>	<b>\$457,942</b>	<b>\$495,452</b>	<b>\$515,466</b>	<b>\$509,466</b>

# ADMINISTRATION & FINANCE

CENTRAL PURCHASING GENERAL GOVERNMENT		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
011381	CENTRAL PURCHASING SALARIES					
5110	REG WAGES	\$138,021	\$153,000	\$153,735	\$163,847	\$163,847
5130	OVERTIME	\$302	\$0	\$0	\$0	\$0
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$138,323</b>	<b>\$153,000</b>	<b>\$153,735</b>	<b>\$163,847</b>	<b>\$163,847</b>
011382	CENTRAL PURCHASING EXPENSES					
5250	ADVRTSNG	\$9,000	\$9,000	\$10,000	\$10,000	\$10,000
5270	PRINTING	\$23	\$140	\$700	\$700	\$700
5295	OTHR SVCS	\$820	\$1,676	\$1,000	\$1,200	\$1,200
5310	OFFICE SUPPLIES	\$243	\$262	\$600	\$600	\$600
5710	TRAVEL	\$26	\$772	\$1,000	\$1,000	\$1,000
5715	PROFESSIONAL DEVELOPMENT	\$0	\$1,493	\$1,500	\$1,500	\$1,500
5730	DUES/SUBSCRIPTIONS	\$450	\$450	\$1,200	\$1,200	\$1,200
	<b>SUBTOTAL</b>	<b>\$10,562</b>	<b>\$13,793</b>	<b>\$16,000</b>	<b>\$16,200</b>	<b>\$16,200</b>
	<b>TOTAL CENTRAL PURCHASING</b>	<b>\$148,885</b>	<b>\$166,793</b>	<b>\$169,735</b>	<b>\$180,047</b>	<b>\$180,047</b>

ASSESSING GENERAL GOVERNMENT		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
011411	ASSESSING SALARIES					
5110	REG WAGES	\$395,012	\$424,756	\$431,934	\$425,509	\$425,509
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$395,012</b>	<b>\$424,756</b>	<b>\$431,934</b>	<b>\$425,509</b>	<b>\$425,509</b>
011412	ASSESSING EXPENSES					
5231	TRNS ALLOW	\$2,800	\$4,025	\$4,200	\$4,200	\$2,100
5270	PRINTING	\$0	\$12	\$0	\$0	\$0
5282	REP-OFF EQ	\$100	\$0	\$0	\$0	\$0
5295	OTHR SVCS	\$16,500	\$17,400	\$17,754	\$18,000	\$18,000
5310	OFFICE SUP	\$1,854	\$1,506	\$3,000	\$3,000	\$3,000
5710	TRAVEL	\$0	\$0	\$1,500	\$1,500	\$1,500
5715	PROFESSIONAL DEVELOPMENT	\$690	\$0	\$0	\$0	\$0
5730	DUES/SUBSCRIPTIONS	\$2,197	\$2,925	\$2,000	\$3,000	\$3,000
	<b>SUBTOTAL</b>	<b>\$24,141</b>	<b>\$25,868</b>	<b>\$28,454</b>	<b>\$29,700</b>	<b>\$27,600</b>
	<b>TOTAL ASSESSING</b>	<b>\$419,153</b>	<b>\$450,624</b>	<b>\$460,388</b>	<b>\$455,209</b>	<b>\$453,109</b>

# ADMINISTRATION & FINANCE

COLLECTOR/TREASURER GENERAL GOVERNMENT		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
011451	COLLECTOR/TREASURER SALARIES					
5110	REG WAGES	\$330,869	\$329,218	\$358,204	\$371,915	\$371,915
5120	OVERTIME	\$0	\$58	\$500	\$500	\$500
5130	PART TIME	\$1,235	\$2,710	\$4,000	\$4,000	\$2,500
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$332,104</b>	<b>\$331,986</b>	<b>\$362,704</b>	<b>\$376,415</b>	<b>\$374,915</b>
011452	COLLECTOR/TREASURER EXPENSES					
5250	ADVERTISING	\$1,701	\$0	\$1,450	\$1,450	\$1,450
5270	PRINTING	\$2,787	\$3,408	\$10,500	\$10,500	\$10,500
5282	REP-OFF EQ	\$0	\$0	\$0	\$0	\$0
5295	OTHR SVCS	\$60,887	\$45,934	\$55,000	\$50,000	\$50,000
5310	OFFICE SUP	\$4,357	\$3,596	\$5,000	\$5,000	\$4,000
5395	OTH COMM	\$2,600	\$2,600	\$3,000	\$3,000	\$3,000
5420	OFFICE EQUIPMENT	\$0	\$0	\$0	\$0	\$0
5504	TECHNOLOGY	\$0	\$0	\$0	\$0	\$0
5710	TRAVEL	\$377	\$1,917	\$4,000	\$5,000	\$3,500
5715	PROFESSIONAL DEVELOPMENT	\$1,015	\$375	\$0	\$500	\$500
5730	DUES/SUBSCRIPTIONS	\$550	\$350	\$850	\$850	\$850
	<b>SUBTOTAL</b>	<b>\$74,274</b>	<b>\$58,180</b>	<b>\$79,800</b>	<b>\$76,300</b>	<b>\$73,800</b>
	<b>TOTAL COLLECTOR/TREASURER</b>	<b>\$406,378</b>	<b>\$390,166</b>	<b>\$442,504</b>	<b>\$452,715</b>	<b>\$448,715</b>

CENTRAL SERVICES GENERAL GOVERNMENT		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
011592	CENTRAL SERVICES EXPENSES					
5225	POSTAGE	\$84,506	\$81,863	\$86,100	\$88,683	\$88,683
5270	PRINTING	\$0	\$0	\$100	\$0	\$0
5282	REP-OFF EQ	\$350	\$0	\$200	\$200	\$200
5291	RENT EQUIP	\$13,676	\$14,696	\$17,000	\$16,000	\$16,000
5295	OTHR SVCS	\$0	\$2,488	\$65,000	\$65,000	\$65,000
5310	OFFICE SUP	\$506	\$957	\$900	\$900	\$900
5420	OFF EQUIP	\$0	\$1,101	\$500	\$500	\$500
	<b>SUBTOTAL</b>	<b>\$99,038</b>	<b>\$101,105</b>	<b>\$169,800</b>	<b>\$171,283</b>	<b>\$171,283</b>
	<b>TOTAL CENTRAL SERVICES</b>	<b>\$99,038</b>	<b>\$101,105</b>	<b>\$169,800</b>	<b>\$171,283</b>	<b>\$171,283</b>

# OTHER GENERAL GOVERNMENT BUDGETS

## 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 GENERAL GOVERNMENT		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
019002	DAMAGES PERS/PROP EXPENSES					
5702	DAMAGE TO PROPERTY	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
	<b>TOTAL DAMAGES TO PERS/PROPERTY</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

## 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 accrued benefit payments, tuition reimbursement for approved educational courses and administrative fees for the Town's employee flexible spending plan.

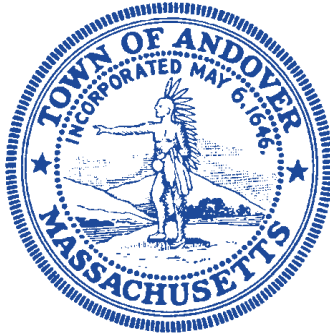
EMPLOYEE BENEFITS GENERAL GOVERNMENT		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
019101	EMPLOYEE BENEFITS EXPENSES					
5143	ACCUM BENEFITS	\$466,168	\$251,002	\$591,941	\$591,941	\$591,941
	SUBTOTAL	\$466,168	\$251,002	\$591,941	\$591,941	\$591,941
019102	EMPLOYEE BENEFITS EXPENSES					
5204	EMPLOYEE MILITARY SERVICE	\$0	\$0	\$0	\$0	\$0
5206	HEALTH INSURANCE	\$0	\$0	\$0	\$0	\$0
5207	LIFE INSURANCE	\$6,740	\$6,680	\$7,500	\$7,500	\$7,500
5208	EMPLOYEE ASSISTANCE	\$46,718	\$61,249	\$50,000	\$75,000	\$75,000
5740	MEDICARE	\$548,874	\$559,862	\$552,500	\$586,643	\$586,643
	SUBTOTAL	\$602,332	\$627,792	\$610,000	\$669,143	\$669,143
	<b>TOTAL EMPLOYEE BENEFITS</b>	<b>\$1,068,500</b>	<b>\$878,793</b>	<b>\$1,201,941</b>	<b>\$1,261,084</b>	<b>\$1,261,084</b>

## 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.

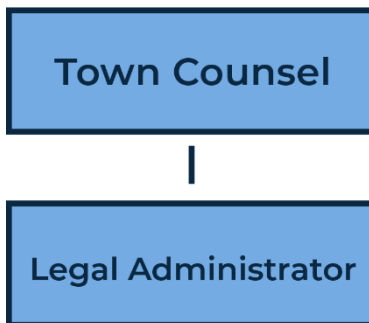
COMMISSION ON DISABILITY GENERAL GOVERNMENT		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
011241	COMM ON DISABILITY SALARIES					
5130	PART TIME	\$900	\$1,675	\$1,200	\$1,200	\$1,200
	SUBTOTAL	\$900	\$1,675	\$1,200	\$1,200	\$1,200
011242	COMM ON DISABILITY EXPENSES					
5295	OTHR SVCS	\$3,565	\$5,000	\$5,000	\$5,000	\$5,000
5310	OFFICE SUP	\$0	\$0	\$800	\$800	\$800
5710	TRAVEL	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$3,565	\$5,000	\$5,800	\$5,800	\$5,800
	<b>TOTAL COMMISSION ON DISABILITIES</b>	<b>\$4,465</b>	<b>\$6,675</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>

# LEGAL



## Mission Statement

*The Mission of the Legal Department is to assist the Town Manager, the Select Board, and all other officials, departments, and commissions with clear, consistent, high-quality legal advice and representation; enable and enhance legal compliance; identify innovative means of achieving Town goals and objectives; and to advocate on behalf of the Town and its officials in a manner which recognizes the unique role of local government in the legal landscape.*



# LEGAL

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The Mission of the Legal Department is to assist the Town Manager, the Select Board, and all other officials, departments, and commissions with clear, consistent, high-quality legal advice and representation; enable and enhance legal compliance; identify innovative means of achieving Town goals and objectives; and to advocate on behalf of the Town and its officials in a manner which recognizes the unique role of local government in the legal landscape.

Fiscal Year 2025 represents the first full year the Legal Department will operate as a department of the Town with an in-house Town Counsel exclusively representing the Town of Andover with the support of the Legal Administrator. The Town Counsel falls under the authority of the Town Manager.

The Legal Department advises, represents, and prosecutes or defends matters on behalf of the Town, its officers, officials, and boards and commissions in a wide range of transactional and litigation arenas. The Department provides a full-service law office, furnishing daily legal opinions and advice on matters referred to it by the Select Board, the Town Manager, the School Committee (at their discretion), and Town Department Heads. Additionally, the Department provides legal advice and representation to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters as they arise. The Department also investigates claims of liability, monitors Town regulatory compliance, manages the use of outside counsel and Town insurance policies, and coordinates all legal affairs of local government.

Town Counsel drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's complex municipal legal issues. The Department also advocates for the Town's interests at the appropriate direction of Town officials before state and federal bodies.

In addition to support of the foregoing, the Legal Administrator serves as the Town's Records Access Officer, managing complex requests for public records under the Massachusetts Public Records Law, provides assistance and training for town personnel on public records matters and provides Open Meeting Law compliance assistance.

Finally, the Legal Department provides full service for Town Meeting, preparing warrant articles, motions, special legislation, and analysis for Town officials and boards and committees, as well as legal advice to the Moderator, legal perspective on resident petitions and generally advising on the Meeting on the legal parameters of municipal governance.

The Department will attempt to handle as many legal matters in-house as is professionally responsible to contain outside counsel costs. The various Town departments have, and will continue to be, counseled in claims avoidance practices and procedures.

# LEGAL

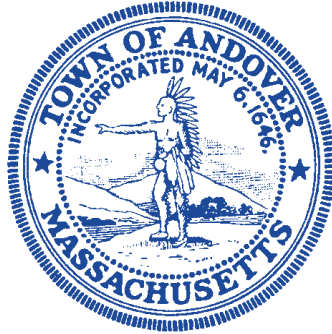
## FY2025 Objectives

- Build upon the advocacy and counsel of previous Town Counsel in maintaining the strong tradition of high-level legal services for the Town.
- Defend and pursue the Town’s interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town’s rights and policies regarding land use and development.
- Audit, develop, and promulgate legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town’s legal positions.
- Provide training opportunities for Town boards, committees, and commissions on state ethics, open meeting law, public records law, procurement, Town Meeting, and management of public meetings and hearings.
- Enhance Town Meeting preparation and legal information available for Town officials and the general public.

<b>Position Classification</b>	<b>FTE FY2022</b>	<b>FTE FY2023</b>	<b>FTE FY2024</b>	<b>REQ FY2025</b>	<b>TMREC FY2025</b>	<b>TMREC FY2025</b>
<b>LEGAL</b>						
Town Counsel	0.0	0.0	1.0	1.0	1.0	190,088
Legal Administrator	0.0	0.0	1.0	1.0	1.0	94,054
	0.0	0.0	2.0	2.0	2.0	284,142

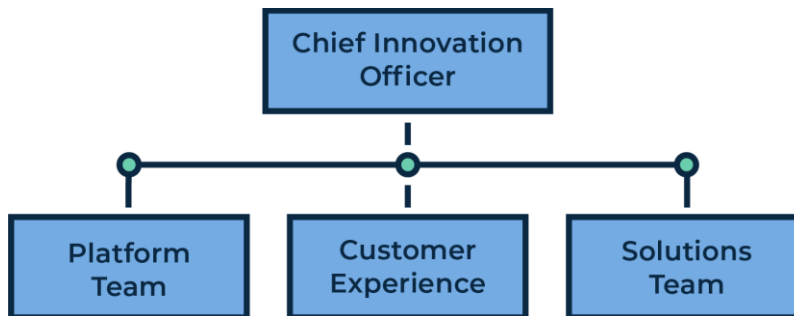
<b>LEGAL</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>GENERAL GOVERNMENT</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
011511	LEGAL SALARIES					
	5110 REG WAGES	\$6,050	\$0	\$6,500	\$284,142	\$284,142
	5130 PART TIME		\$6,003	\$0	\$0	\$0
	<b>TOTAL LEGAL SALARIES</b>	<b>\$6,050</b>	<b>\$6,003</b>	<b>\$6,500</b>	<b>\$284,142</b>	<b>\$284,142</b>
011512	LEGAL EXPENSES					
	5295 OTHR SVCS	\$346,760	\$565,184	\$247,000	\$130,000	\$130,000
	5310 OFFICE SUP	\$0	\$0	\$0	\$500	\$500
	5710 TRAVEL	\$0	\$0	\$0	\$150	\$150
	5715 PROFESSIONAL DEVELOPMENT	\$0	\$0	\$0	\$2,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$0	\$3,600	\$3,600
	<b>SUBTOTAL</b>	<b>\$346,760</b>	<b>\$565,184</b>	<b>\$247,000</b>	<b>\$136,250</b>	<b>\$136,250</b>
	<b>TOTAL LEGAL</b>	<b>\$352,810</b>	<b>\$571,187</b>	<b>\$253,500</b>	<b>\$420,392</b>	<b>\$420,392</b>

# Innovation & Technology



## Mission Statement

*The mission of the Department of Innovation and 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.*



# INNOVATION & TECHNOLOGY

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The Department of Innovation and Technology provides centralized information and technology support and services to all Town departments and the Andover Public Schools. The central IT Department is led by the Chief Innovation Officer (CIO). The IT Department consists of three teams – Platform, Customer Service and Solutions.

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

**Customer Experience 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 Town Manager and Department Initiatives
- Enhance and Maintain our Technology Platforms
- Enhance and Maintain our Application Platforms
- Provide Outstanding Customer Service

## FY2025 Objectives

- 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
- Use new data center capabilities to develop a significantly more resilient cyber security profile
  - Fully deploy multifactor authentication
- Document Management
  - Continue town wide document digitization effort beginning with CDP and Town Clerk records
- IT Support for New Construction
  - West Elementary School
  - Town Office Renovation
- Distribute updated devices
  - Distribute 500 new hybrid laptop/tablets to town employees
  - Update 500 elementary Chromebooks
  - Deploy QR code based system to improve fleet inventory management
- Complete roll out of mobile emergency notification system across all town and school populations

# INNOVATION & TECHNOLOGY

- Launch Informacast Mobile for staff
- Complete speaker redesign
- Develop coordinated response protocols
- Improve/standardize video conferencing in all collaborative spaces
  - Deploy modernized Emergency Command Center communications and collaboration capabilities
  - 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
- Upgrade internet capabilities to meet enhanced demand

<b>Position Classification</b>	<b>FTE FY2022</b>	<b>FTE FY2023</b>	<b>FTE FY2024</b>	<b>REQ FY2025</b>	<b>TMREC FY2025</b>	<b>TMREC FY2025</b>
<b>INNOVATION &amp; TECHNOLOGY</b>						
Chief Innovation Officer	1.0	0.8	0.8	1.0	1.0	164,791
Solution Architect	2.0	2.2	2.2	2.2	2.2	273,387
Platform Architect	1.0	1.0	1.0	1.0	1.0	132,430
Platform Engineer	2.0	2.0	2.0	1.0	1.0	110,274
Solution Administrator	1.0	1.0	1.0	1.0	1.0	92,632
Director Customer Service & Operations	1.0	1.0	1.0	1.0	1.0	108,016
Geographic Information Systems Coordinator *	1.0	1.0	1.0	1.0	1.0	57,062
Platform Administrator	3.0	3.0	3.0	3.0	3.0	285,618
Solution Manager	2.0	2.0	2.0	1.0	1.0	111,840
Support Technician	3.0	3.0	3.0	3.0	3.0	232,423
Asset Coordinator	1.0	1.0	1.0	1.0	1.0	86,009
Solution Analyst	1.8	2.0	2.0	2.0	2.0	190,744
Solution Analyst						
Customer Service Coordinator	1.0	1.0	10.0	1.0	1.0	87,729
Solution Manager	0.5	0.5	0.5	0.5	0.5	56,666
	21.3	21.5	21.7	19.7	19.7	1,989,621
* - Salary allocated .6 to Gen. Fund, .2 to Water Fund, and .2 to Sewer Fund						

# INNOVATION & TECHNOLOGY

INNOVATION & TECHNOLOGY		FY2022	FY2023	FY2024	FY2025	FY2025
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011551	INNOVATION & TECHNOLOGY SALARIES					
5110	REG WAGES	\$1,760,795	\$1,743,406	\$1,822,444	\$2,224,877	\$1,906,719
	POSITION INCREASE	\$0	\$0	\$0		
5120	OVERTIME	\$1,230	\$17,021	\$15,187	\$11,097	\$15,187
5130	PART-TIME	\$147,730	\$114,717	\$79,531	\$135,353	\$82,902
5140	SEASONAL	\$68,846	\$22,798	\$31,500	\$31,500	\$31,500
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$1,978,601</b>	<b>\$1,897,942</b>	<b>\$1,948,662</b>	<b>\$2,402,827</b>	<b>\$2,036,308</b>
011552	INNOVATION & TECHNOLOGY EXPENSES					
5220	TELEPHONE	\$0	\$0	\$0	\$0	\$0
5260	TECH/INFRASTRUCTURE	\$0	\$0	\$0	\$0	\$0
5261	PERSONAL PRODUCTIVITY	\$0	\$0	\$0	\$0	\$0
5262	APPLICATIONS	\$8,416	\$7,622	\$0	\$0	\$0
5263	IMAGING	\$195	\$2,612	\$7,000	\$6,000	\$6,000
5264	MOBILE	\$6,465	\$5,569	\$5,500	\$5,500	\$5,500
5265	TELECOM	\$101,326	\$100,583	\$115,620	\$112,096	\$112,096
5268	PROFESSIONAL SERVICES	\$1,365	\$11,980	\$41,250	\$36,250	\$24,339
5284	REPAIRS/COMPUTER EQ	\$0	\$0	\$0	\$0	\$0
5295	OTHR SVCS	\$0	\$500		\$0	\$0
5310	OFFICE SUP	\$8,054	\$10,578	\$4,400	\$4,100	\$4,100
5355	AUTOMOTIVE FUEL	\$401	\$376	\$800	\$800	\$800
5391	SUPPLIES/DATA PROC	\$1,074	\$1,044	\$2,000	\$2,000	\$2,000
5420	OFFICE EQUIPMENT	\$1,300	\$1,165	\$3,000	\$2,000	\$2,000
5430	OTHER EQUIPMENT	\$0	\$0	\$0	\$0	\$0
5504	TECHNOLOGY	\$389,149	\$706,316	\$702,895	\$725,492	\$763,966
5700	UNCLASSIFIED	\$0	\$0	\$0	\$0	\$0
5709	TRAVEL-OPERATIONAL	\$3,706	\$3,331	\$4,000	\$4,000	\$4,000
5710	TRAVEL	\$0	\$35	\$2,400	\$1,000	\$1,000
5715	PROFESSIONAL DEV	\$1,915	\$4,878	\$27,000	\$45,000	\$27,000
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$1,000	\$1,000	\$1,000
	<b>SUBTOTAL</b>	<b>\$523,366</b>	<b>\$856,590</b>	<b>\$916,865</b>	<b>\$945,238</b>	<b>\$953,801</b>
	<b>TOTAL INNOVATION &amp; TECHNOLOGY</b>	<b>\$2,501,967</b>	<b>\$2,754,531</b>	<b>\$2,865,527</b>	<b>\$3,348,065</b>	<b>\$2,990,109</b>

# 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**

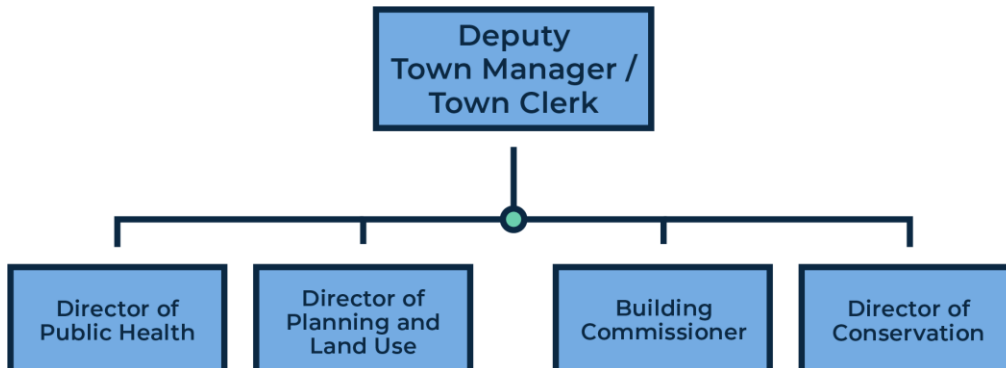
*To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.*

### **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

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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 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 Select Board 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 Stewards 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** protects the public health 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, housing, 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 Division also participates in regional emergency preparedness and public health excellence grant programs. The staff designs programs and implements policies as proposed by the Andover Board of Health (a three-member Board appointed by the Town Manager serving three-year terms) to meet the health needs of the community.

The **Planning & Economic Development Division** plays a pivotal role in shaping Andover's development, transportation, and economic landscape. At the forefront of administering land use regulations, the division manages the intricacies of residential, industrial, and commercial development projects within the Town. Handling the processing of plans for a diverse array of projects, the Planning Division is instrumental in ensuring adherence to local regulations. Providing professional technical support, the Planning Division serves key entities including the Planning Board, Town Manager, and Select Board. Its influence extends to special committees and working groups such as the Economic Development Council, MBTA Community Working Group, Transportation Working Group, Housing Trust Fund Board of Trustees, Andover Arts & Culture Alliance, ad hoc Andover Artists Planning Group, the Municipal Engagement Initiative, and the Andover Cultural Council. The Planning Division's professional staff actively represents the Town in regional bodies like the Merrimack Valley Planning Commission, Comprehensive Economic Development Strategy Working Group, Merrimack Valley Regional Transit Authority, and the Merrimack Valley Transportation Management Association. Additionally, the Planning Board, comprised of six dedicated volunteer members appointed by the Town Manager, plays a crucial role in steering the town's development with their five-year terms. The collective efforts of the division contribute significantly to Andover's growth, ensuring a harmonious balance between progress and community needs.

# COMMUNITY DEVELOPMENT AND PLANNING

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## FY2025 Objectives

### *Building Division*

- Coordinate with multiple Town Departments ongoing Municipal Building Projects (West Elementary, Town Offices)
- In conjunction with IT Department continue to digitize building division historical records
- Implement provisions of new “stretch energy code”
- Continue to develop and add new content to Building Division webpage
- Identify operational efficiencies for mandated Table 110 inspections.
- Review departmental fee schedules to reflect operational overhead.
- Provide administrative personnel with additional training opportunities.
- Coordinate unified approvals among various town departments/divisions

### *Conservation Division*

- Ongoing construction of roadway and beginning of the design phase of the Merrimack River Access Project along the Hefferon Right of Way and the Greater Lawrence Technical School easement.
- Continuing improvement, expansion, and enhancement of recreational opportunities across Andover’s varied and extensive Open Spaces, including public access to the Shawsheen River and the Merrimack River.
- Approximately 2,200 acres of Open Space are under the care and custody of the Andover Conservation Commission.
- Permit and develop an ADA compliant kayak/canoe boat launch at Nason’s Landing on River Street, including with a handicapped parking area.
- Explore the expansion of existing meadow habitat at Virginia Hammond Reservation in accordance with a Forest Stewardship Plan.
- Host community engagement programs and activities, such as Winterfest and monthly hikes.
- Ongoing review of the Andover Wetland Protection Bylaw and make recommendations for clarifying, strengthening, and updating the Bylaw and implementing regulations.
- Continue the Merrimack River cleanup effort using Town Meeting appropriated funds with the assistance of vendors, the Department of Public Works, Public Safety, local conservation organizations and volunteers.
- Engage with federal (National Oceanographic & Atmospheric Administration) and state (MA Division of Marine Fisheries) to better understand diadromous fish populations and work to improve fish passage in the Shawsheen River.
- Collaborate with the Town’s Sustainability Coordinator in overseeing Andover’s second Municipal Vulnerability Preparedness (MVP) Grant, which will 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 resolve encroachments on Conservation property.
- Improve signage, trail markings and kiosks in partnership with local Scout organizations and other volunteers.
- Promote diversity, equity, and inclusion in all aspects of Conservation projects and policy through initiatives such as language translation and comprehensive interpretive signage.

### *Health Division*

- Continue to implement the Community Health Improvement Plan (CHIP) developed as part of the Comprehensive Community Health Assessment being conducted in FY2023.

# COMMUNITY DEVELOPMENT AND PLANNING

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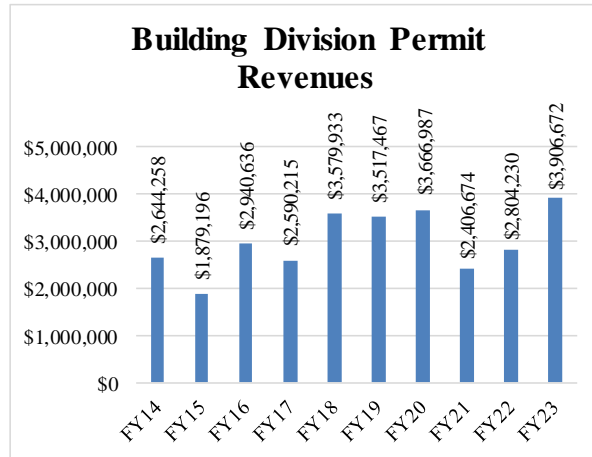
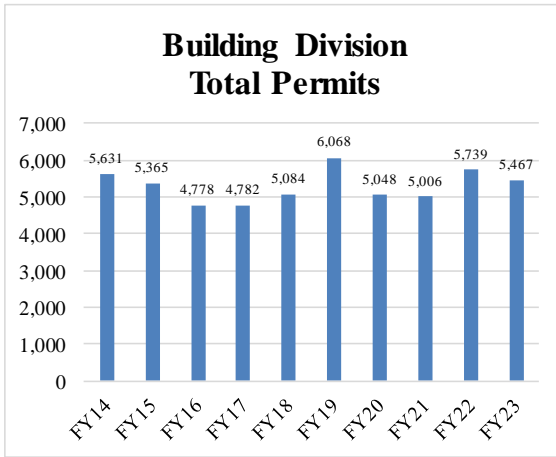
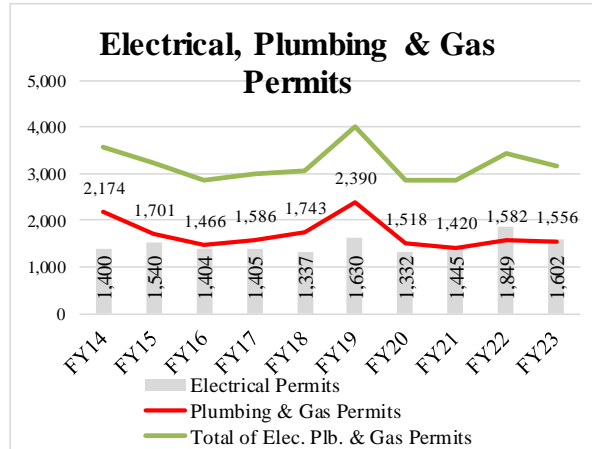
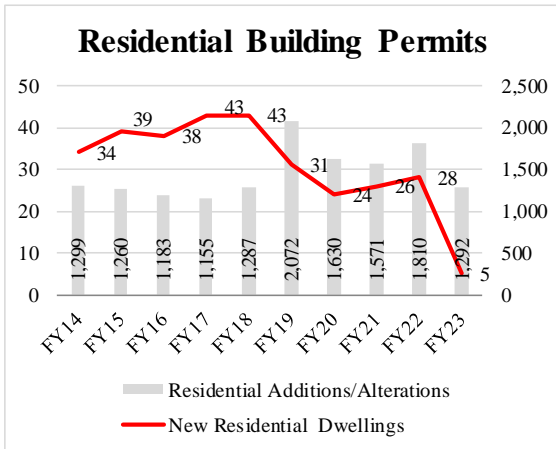
- Continue updating Board of Health Regulations and policies.
- Complete the digitization of departmental records to make them more accessible to the public.
- Redesign immunization clinic operations to ensure appropriate and cost-effective service operations.
- Implement new educational opportunities within the Community.

## *Planning & Economic Development Division*

- Lead the permitting process for the mixed-use development project at the Old Town Yard, exploring opportunities to align with the newly adopted Comprehensive Plan, focusing on diversity, inclusion, sustainability, and public health (<https://andoverma.gov/887/Master-Plan-2022>).
- Spearhead initiatives for Town Meeting 2024, including efforts related to MBTA Communities Zoning, amendments to Parking Regulations, and addressing Non-Conforming Uses.
- Manage the coordination of the Downtown Amenity Project and Parking Lot Reconstruction, enhancing the town's infrastructure and public spaces (<https://andoverma.gov/886/Old-Town-Hall-Parking-Lot-Improvements>).
- Execute the Old Town Hall Adaptive Re-Use Feasibility Study, contributing to the preservation and revitalization of this historic site (<https://andoverma.gov/1163/Historic-Old-Town-Hall>).
- Drive housing goals, focusing on providing homeownership and rental opportunities for households below 80% median income.
- Collaborate with the Andover Cultural Council and Andover Arts and Culture Alliance to advance the planning and development of a town-wide Arts and Culture Action Plan.
- Work with the Department of Public Works, Sustainability Division, and Andover Police department to formulate a Complete Streets Prioritization Plan & Active Transportation Plan, promoting safety and encouraging walking and bicycling (<https://andoverma.gov/1075/Transportation>).
- Lead Business Development efforts in downtown and other business districts, emphasizing recruitment, retention, promotion, and outreach for a thriving local business community.

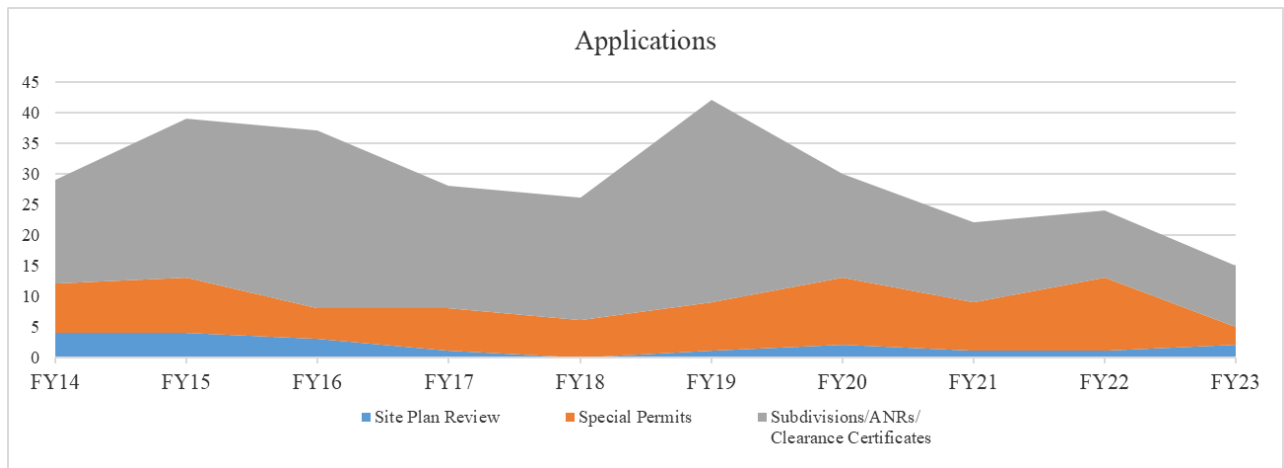
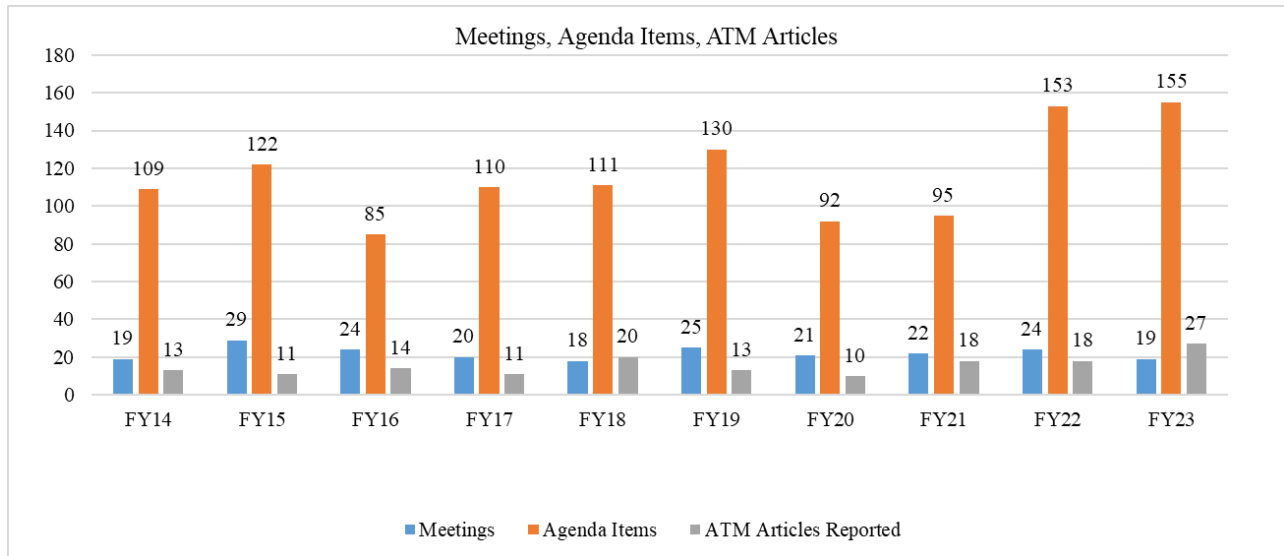
# COMMUNITY DEVELOPMENT AND PLANNING

## Building Division Performance Statistics



# COMMUNITY DEVELOPMENT AND PLANNING

## Planning Division Performance Statistics



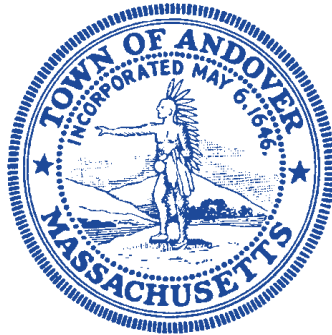
# COMMUNITY DEVELOPMENT AND PLANNING

<u>Position Classification</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>FTE FY2024</u>	<u>REQ FY2025</u>	<u>TMREC FY2025</u>	<u>TMREC FY2025</u>
<b>COMMUNITY DEVELOPMENT AND PLANNING</b>						
<u>ADMINISTRATION</u>						
Office Administrator	1.0	1.0	1.0	1.0	1.0	96,914
Permitting Technician	1.0					
Assistant Office Administrator		1.0	1.0	1.0	1.0	65,834
Administrative Secretary	4.0	4.0	3.5	3.5	3.5	243,707
	6.0	6.0	5.5	5.5	5.5	406,455
<u>BUILDINGS</u>						
Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	128,764
Electrical Inspector	1.0	1.0	1.0	1.0	1.0	96,907
Local Building Inspector	1.0	1.0	1.0	1.0	1.0	89,526
Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	94,485
Alternate Inspectors/Weights & Measures						54,395
	4.0	4.0	4.0	4.0	4.0	464,077
<u>CONSERVATION</u>						
Director of Conservation	1.0	1.0	1.0	1.0	1.0	123,416
Conservation Agent	1.0	1.0	1.0	1.0	1.0	87,516
Land Manager	0.4	0.4	1.0	1.0	1.0	76,106
	2.4	2.4	3.0	3.0	3.0	287,038
<u>HEALTH</u>						
Director of Health	1.0	1.0	1.0	1.0	1.0	128,764
Assistant Director of Public Health	1.0	1.0	1.0	1.0	0.8	83,419
Registered Nurse (1)	0.8	0.8	0.8	0.8	0.8	81,718
Health Inspector	1.0	1.0	1.0	1.0	1.0	87,156
Health Agent	1.0	1.0	1.0	1.0	1.0	98,391
	4.8	4.8	4.8	4.8	4.6	479,448
<u>PLANNING</u>						
Land Use & Planning Director	1.0	1.0	1.0	1.0	1.0	139,065
Director Business Arts Culture (2)	1.0	1.0	1.0	1.0	1.0	110,274
Senior Planner	1.0	1.0	1.0	1.0	1.0	104,637
Planner	1.0	1.0	1.0	1.0	1.0	95,411
Associate Planner	1.0	1.0	1.0	1.0	1.0	82,432
	5.0	5.0	5.0	5.0	5.0	531,819
<b>CD&amp;P TOTAL</b>	<b>22.2</b>	<b>22.2</b>	<b>22.3</b>	<b>22.3</b>	<b>22.1</b>	<b>2,168,837</b>
(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

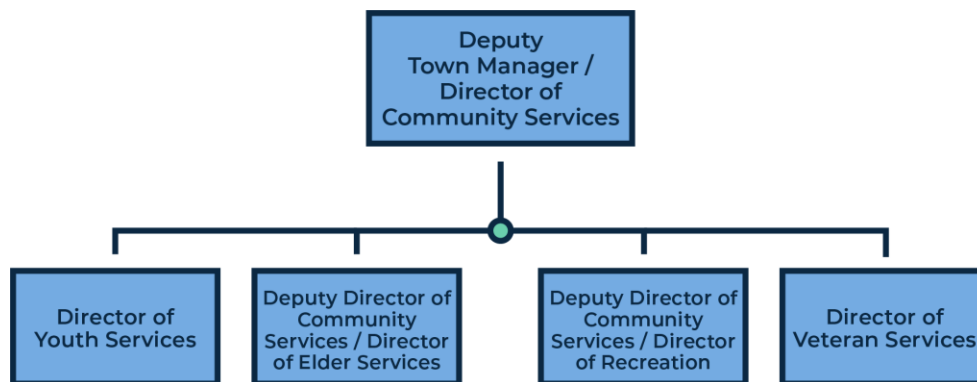
COMMUNITY DEVELOPMENT/PLANNING		FY2022	FY2023	FY2024	FY2025	FY2025
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011801	COMMUNITY DEVELOPMENT SALARIES					
5110	REG WAGES	\$1,808,258	\$1,889,320	\$1,935,277	\$2,088,824	\$2,067,969
5120	OVERTIME	\$32,329	\$23,851	\$32,605	\$27,605	\$27,605
5130	PART TIME	\$145,379	\$155,048	\$150,866	\$169,054	\$169,054
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$1,985,966</b>	<b>\$2,068,218</b>	<b>\$2,118,748</b>	<b>\$2,285,483</b>	<b>\$2,264,628</b>
011802	COMMUNITY DEVELOPMENT EXPENSES					
5220	TELEPHONE	\$6,477	\$6,907	\$6,600	\$7,708	\$7,708
5231	MONTHLY TRANSP	\$19,030	\$19,693	\$20,400	\$20,440	\$20,440
5250	ADVERTISING	\$673	\$1,045	\$1,000	\$1,000	\$1,000
5270	PRINTING	\$1,900	\$2,465	\$3,000	\$3,000	\$3,000
5271	CREDIT CARD FEES	\$1,659	\$2,130	\$2,000	\$2,000	\$2,000
5286	MAINT/REP LAND	\$2,302	\$2,115	\$2,000	\$18,700	\$8,700
5294	CLOTHING/BOOT ALLOWANCE	\$2,671	\$708	\$2,000	\$2,000	\$2,000
5295	OTHR SVCS	\$99,136	\$124,470	\$115,801	\$115,804	\$115,804
5310	OFFICE SUP	\$5,087	\$5,614	\$7,000	\$7,000	\$7,000
5322	VACCINATIONS/TESTING	\$1,355	\$1,047	\$2,000	\$2,000	\$2,000
5394	SUPPLIES/BOOKS	\$834	\$1,229	\$800	\$800	\$800
5276	CULTURE & BUSINESS DEV	\$4,090	\$2,471	\$3,000	\$74,000	\$3,000
5420	OFFICE EQUIP	\$7,126	\$5,570	\$9,000	\$9,000	\$9,000
5710	TRAVEL	\$17,011	\$18,305	\$25,000	\$25,000	\$25,000
5715	PROF DEV	\$7,334	\$11,851	\$19,300	\$19,300	\$14,300
5730	DUES/SUBSCRIPTIONS	\$22,578	\$24,678	\$23,000	\$25,850	\$25,850
5795	CONSERVATION PROGRAMMING	\$1,579	\$2,979	\$2,000	\$2,000	\$2,000
	<b>SUBTOTAL</b>	<b>\$200,842</b>	<b>\$233,276</b>	<b>\$243,901</b>	<b>\$335,602</b>	<b>\$249,602</b>
011801	COMMUNITY DEVELOPMENT SALARIES					
5831	FROM RESERVE FUNDS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	<b>SUBTOTAL</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>
	<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$2,161,808</b>	<b>\$2,276,494</b>	<b>\$2,337,649</b>	<b>\$2,596,086</b>	<b>\$2,489,231</b>

# 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

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The Department of Community Services is comprised of four Divisions; Elder Services, Youth Services, Recreation, and Veterans Services who, together, provide a range of services and programs intended to ensure that all Andover residents, regardless of age, ethnicity, income or ability have access to a full range of services and programs including but not limited to:

- Ensuring equitable access to all Community Service programs
- Youth development and leadership
- Case management
- Elder services
- After school care
- Seasonal recreation, summer camps and organized sports programming
- Home delivered and congregate meals
- Accessible transportation
- Cultural celebrations
- Advocacy and outreach

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 and our many green spaces and playgrounds.

## *Veteran Services*

The Veterans Services Division provides two distinct Veterans Programs; a benefits program and a service program for Andover's 3000 Veterans and their families. The benefits program provides monetary assistance for food, clothing, shelter, utilities, medical care and more for eligible Veterans and their dependents. The benefits program is paid for by the Town and reimbursed 75% by the State. The service program provides assistance in obtaining Federal benefits such as disability compensation, pensions, education, housing, hospitalization, burial and other benefits available under Federal Law. The Veterans Director is also by law the Town's burial agent and graves registration officer. The law requires that all Veterans' graves be properly cared for and decorated. It also provides for proper burial of a Veteran with financial assistance provided if necessary. There are over Four thousand veterans interred within the Town's ten cemeteries. Memorial Day, Flag Day, Purple Heart Day, September 11th, Veterans Day, Pearl Harbor Remembrance Day, Wreaths Across America, and other civic/patriotic observances are run by this office.

State Benefits - In 2023, the office responded to numerous public assistance requests from veterans for fuel, food, housing, burials, medical needs and other under Massachusetts General Law Chapter 115 (M.G.L. C115). This public assistance program is paid for by the Town and reimbursed 75% by the State under M.G.L. C115. The Veterans' Office managed recurring public assistance cases for veterans and/or their families throughout the year, culminating in over \$58,000.00 disbursed to veterans and their dependents.

Federal Benefits - Obtaining federal benefits for local veterans is a priority in the office to include service-connected disability claim processing. In 2023 the office secured \$408,076.47 in Federal benefits for veterans and their dependents.

The Division invests a substantial amount of time in coordinating and executing on a number of recognition events and ceremonies throughout the year with the express intent of both honoring those that have served and to support a robust community response to those Veterans who call Andover their home. Veterans' Services planned and coordinated the patriotic ceremonies in observance of Memorial Day, September 11th, Vietnam Veteran Recognition Day, the Annual Veteran Recognition Luncheon, Veteran's Day, iPods for Veterans Luncheon, Annual Veteran Holiday Breakfast, Wreaths Across America, and placed flags on the graves of veterans buried in Andover. Veteran involvement with school assemblies and other civic activities during the year were also handled by the Veterans' Services Office.

# DEPARTMENT OF COMMUNITY SERVICES

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## FY2024 Highlights

- Direct outreach to 800 Andover veterans not yet connected to the office resulting in a 10% response/registration rate.
- Collaborations with the Eagle Scouts, Stonehill Assisted Living, Andover Elder Services, iPods for Wounded Veterans, Home Depot, Mobility Works, and Wreaths Across America to improve the lives of Andover's veteran population.
- Over 500 Veterans were assisted by the Andover Veterans Office in 2023. This includes phone calls, emails, walk-in, appointments, and several Veterans from other communities in the Commonwealth, New Hampshire, and Vermont. 239 Veterans were approved for Federal Benefits with 42 Veterans still awaiting a decision from Veterans Affairs.
- 287 volunteers assisted the Division with the decoration of graves, grave markers and provided support with all of our recognition events.

## FY2025 Objectives

- Ensure that every Andover Veteran in need of assistance accessing services or benefits receives such assistance from the Division.
- Increase Veteran participation in our various celebrations, services and events throughout the year.
- Maintain Andover's Veterans databases and ensure for their accuracy on-going.
- Collaborate with the other Departments and outside agencies to continue to meet the ever-changing needs of Andover Veterans, their families and their friends.

Benefit	2023 Veterans and/or Veteran's Families Served	\$ Value
Service Connected Disability	239	\$381,722.05
Military Pension	5	\$7,764.00
Dependent Pension	10	\$16,812.42
Burial Benefits	3	\$1,778.00
<b>TOTAL</b>	<b>257</b>	<b>\$408,076.47</b>

## *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, information and referral services, Adult Supportive Day Care as well as programs designed to keep elders healthy and thriving in the community such as fitness 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. During FY2023 the Division received \$124,864.00 in grants and donations.

Throughout 2023 participation at the Robb Center continued to grow. The Center experienced a 23% increase in participation and 20% increase in the need for social services. Many traditional holiday events returned, and new culturally diverse programs added. The Division applied for and received a cultural grant that enabled them to bring to Andover the first Diwali Celebration. Over 500 residents attended the event that spread over two days. During the summer of 2023, the Division conducted an outreach project with the goal of engaging with elders previously unknown to the Division. This will be a primary focus going into 2024.

## FY2025 Objectives

- Through expanded community outreach and marketing increase participation and support. Continue to increase service offerings and programming both at the Robb Center and regionalized sites within Town.
- 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-

# DEPARTMENT OF COMMUNITY SERVICES

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departmental collaboration.

- Continue to expand transportation offerings to Townwide events such as Town Meeting, Andover Days, etc. Ensure that transportation is not a barrier to services both at the Robb Center and within the community.
- Leadership, support, and coordination of Andover's robust senior volunteer program.
- Continued collaboration with other Divisions within the Department to ensure a strong presence within the community.

## *Recreation Division*

Andover Recreation provides social, educational, cultural and recreational opportunities to Andover residents of all ages and abilities. Daytime, evening and weekend programs, 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. The Kid Care program is currently offered in all five elementary schools in Andover from dismissal until 6:00 pm. This valued service provides reliable and affordable afterschool childcare to over 600 students.

With no dedicated recreation facility, the Division relies on numerous partnerships to accomplish the mission. Facilities used for programming include first and foremost the Andover Public Schools whose collaboration 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 multiple nine-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. Since the COVID-19 closures, Recreation has seen a large increase in demand for in-person activities. Due to the increased demand, Recreation has gone through an organizational chart update to meet the needs of the community following the pandemic.

### **FY2025 Objectives**

- Continue to offer high quality and affordable programs, events, and leagues that support the well-being of the Andover Community.
- Establish the newly formed Kid Care Division, focusing on easily accessible and affordable childcare.
- Increase collaboration amongst Community Services Divisions, other town departments, and community groups such as youth sports leagues, non-profits, schools, etc.
- Enhance Recreation's social media presence and revamp our website.
- Implement ADA and Therapeutic Recreational opportunities in support of our mission for inclusivity for all.
- Continue to upgrade facility structures and the accessibility & usability of Recreation Park and Poms Pond.
- Provide opportunities for intergenerational and family events and programs.
- Centralize and enhance the scholarship intake and awarding process.

## *Youth Services*

Andover Youth Services (AYS) provides Andover youth of all abilities with programming that focuses on personal, cognitive, and creative competence, as well as vocational, mental health and physical wellness, leadership, service, and social skills development.

Located at the Cormier Youth Center (CYC), AYS provides a safe and inclusive learning environment for middle and high school youth, so they can connect, collaborate, and empower one another.

Over the past year, Youth Services:

## DEPARTMENT OF COMMUNITY SERVICES

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- Expanded summer offerings through the Outer Limits summer program for middle school youth at the Cormier Youth Center.
- Extended hours and use of the CYC, distinguishing between use of the facility for middle and high school use opposed to evening and weekend opportunities for family and community use.
- Additional offerings of free classes and Town-wide celebrations at the Cormier Youth Center, such as Andover Diverse Youth Summit, Holiday Happenings, and Juneteenth.
- Increased partnerships with the Divisions of Elder Services, Recreation, Andover Public Schools, and other Town and community partnerships to share resources, talent, and opportunities for facility use.

### Performance Snapshot

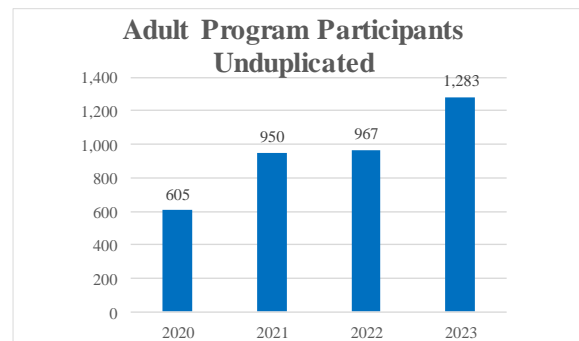
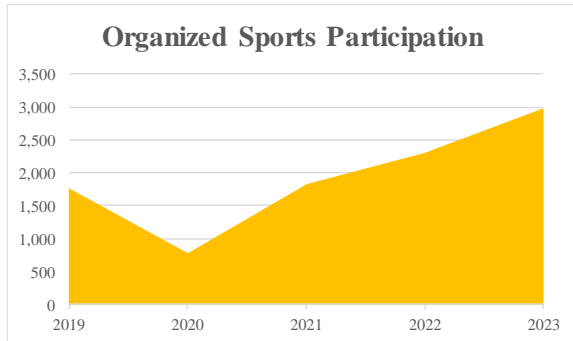
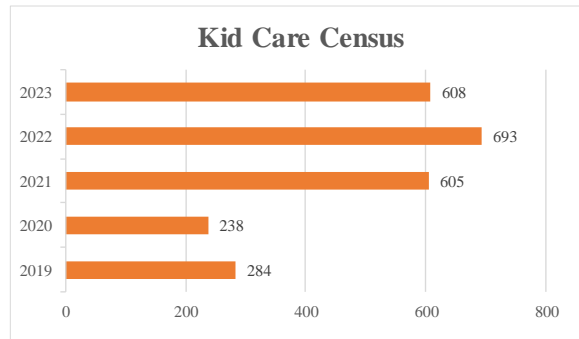
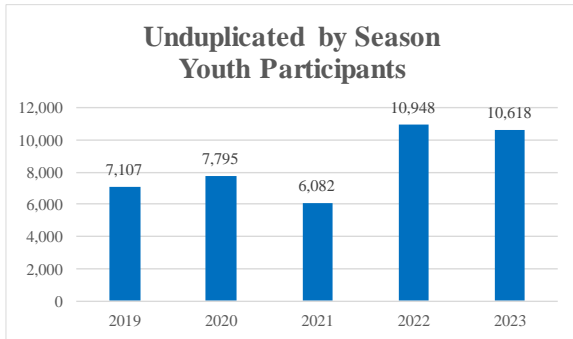
- Increased youth memberships by 177%
- Increased daily drop-ins by 178%
- Provided 16 scholarships to students in need
- Enhanced Youth Services Mentorship program with 20 high school students

### FY2025 Objectives

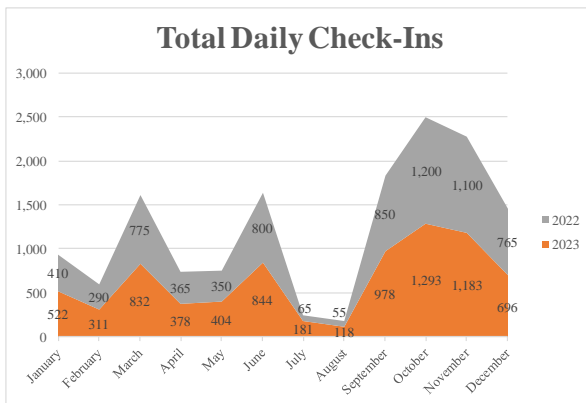
- Ensure for the continued growth and expansion of services to Andover's youth and families.
- Continue to increase membership and use of CYC for Andover High School students both as participants and mentors.
- Expand outreach and partnerships in the business community with a focus on promoting Youth programming and sponsorships.
- Revitalize the AYS Youth Council and Andover Youth Commission working groups.
- Organize and develop a robust summer program at CYC for Andover middle school youth.
- Continue to prioritize youth development activities through the lens of Diversity, Equity and Inclusion.
- Continue to enhance and develop the delivery and oversight of the social work component of AYS in partnership with Andover Public Schools and the Director of Community Services.
- with Andover Public Schools and the Director of Community Services through shared staff

# DEPARTMENT OF COMMUNITY SERVICES

## Recreation Division Performance Statistics

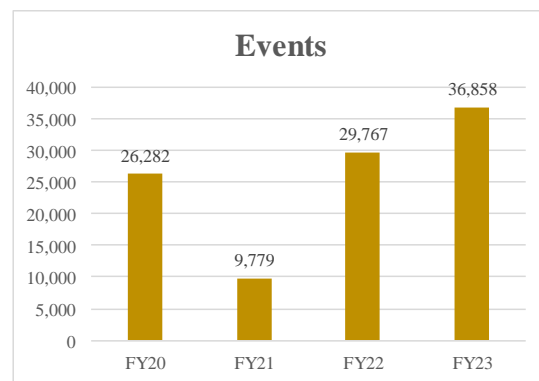
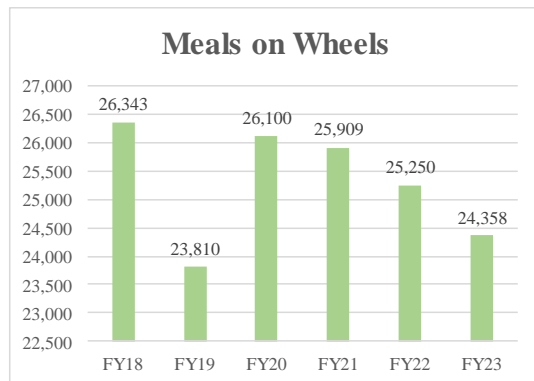
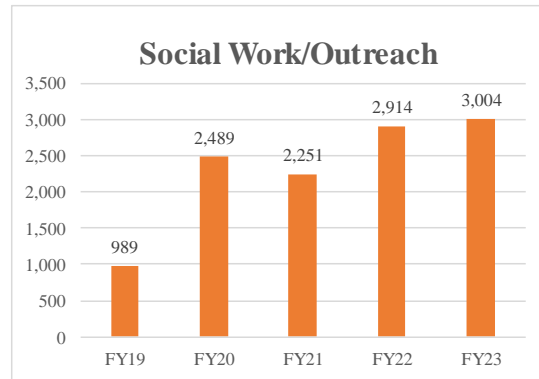
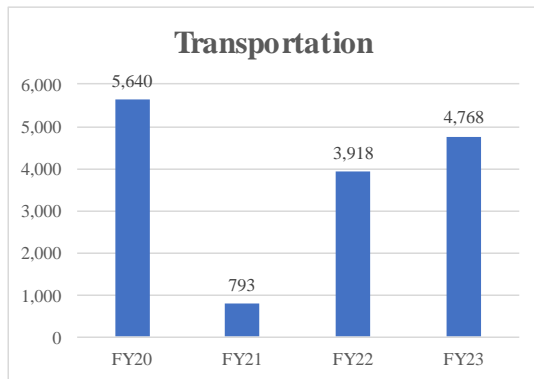


## Youth Services Division Performance Statistics



# DEPARTMENT OF COMMUNITY SERVICES

## Elder Services Division Performance Statistics



# DEPARTMENT OF COMMUNITY SERVICES

	FTE <u>FY2022</u>	FTE <u>FY2023</u>	FTE <u>FY2024</u>	TMREC <u>FY2025</u>	TMREC <u>FY2025</u>
<b>COMMUNITY SERVICES</b>					
<b>ADMINISTRATION</b>					
Director of Community Services*	1.00	1.00	1.00	0.00	-
<b>TOTAL ADMINISTRATION</b>	1.00	1.00	1.00	0.00	-
*FY25: Position responsibility moved to Deputy Town Manager					
<b>WELLNESS &amp; SUPPORT SERVICES</b>					
Diversity, Equity and Inclusion Coord.*		1.00	1.00	0.00	-
<b>TOTAL WELLNESS &amp; SUPPORT SERVICES</b>	0.00	1.00	1.00	0.00	-
<b>ANDOVER DIVERSE</b>					
Diversity, Equity and Inclusion Coordinator		1.00	1.00	0.00	-
<b>TOTAL ANDOVER DIVERSE</b>	0.00	1.00	1.00	0.00	-
*FY25: Now Equity & Engagement in Human Resources					
<b>RECREATION</b>					
Recreation Director	1.00	1.00	1.00	1.00	115,644
Assistant Recreation Director	1.00	1.00	1.00	1.00	87,479
Recreation Coordinator	1.00				
	3.00	2.00	2.00	2.00	203,123
<u>Positions funded from program revenues</u>					
Kid Care Director	0.00	0.00	0.00	1.00	97,489
Office Assistant I	1.00	1.00	1.00	1.00	69,890
Office Assistant II		0.55	0.55	0.55	30,966
Finance Coordinator					
Office Administrator (1)	0.50	0.50	0.50	0.50	34,498
Recreation Programmer		1.00	1.00	1.00	75,097
Program Coordinator		0.50	0.50	0.50	37,655
Program Assistant II	1.00	1.00	1.00	1.00	67,956
	2.50	4.55	4.55	5.55	413,551
<b>TOTAL RECREATION</b>	5.50	6.55	6.55	7.55	616,674
<b>YOUTH SERVICES</b>					
Director of Youth Services	1.00	1.00	1.00	1.00	102,409
Assistant Director *	1.00	0.75	0.75	0.75	69,532
Program Coordinator	1.00	3.00	3.00	1.00	78,028
Outreach Worker *	1.00	0.25	0.25	0.25	37,490
	4.00	5.00	5.00	3.00	287,459
* - Salaries also funded by ARPA					
<u>Positions funded by program revenues</u>					
Program Coordinator		0.50	0.50	1.50	113,059
Office Assistant	1.00	0.00	0.00	0.33	20,000
	1.00	0.00	0.00	0.33	20,000
<b>TOTAL YOUTH SERVICES</b>	5.00	5.00	5.00	3.33	307,459
<b>ELDER SERVICES</b>					
Director of Elder Services	1.00	1.00	1.00	1.00	115,644
Outreach Coordinator	0.90	0.90	0.90	0.90	86,882
Assistant Director of Elder Services	1.00	1.00	1.00	1.00	88,899
Mgr of Food & Nutrition Services	1.00	1.00	1.00	1.00	81,202
Office Assistant III					
Office Administrator	1.00	0.50	0.50	0.50	34,498
Social Services Case Manager	1.00	1.00	1.00	1.00	76,915
Services Program Coordinator	1.00	1.00	1.00	1.00	68,636
Office Assistant I	0.52	0.70	0.70	0.70	37,117
Drivers	1.08	1.08	1.08	1.08	58,900
Food Service Worker	0.55	0.55	0.55	0.94	58,982
	11.05	10.73	8.73	9.12	707,675
Community Outreach Nurse	0.15	0.15	0.15	0.15	15,089
Senior Connections Lead Prog Asst	1.00	1.00	1.00	1.00	60,708
Office Assistant I	0.45	0.45	0.45	0.45	17,640
Day Care Aide					
Driver					
Food Service Worker	0.25	0.25	0.25	0.55	31,065
Senior Connection Aides	0.70	0.70	0.70	0.70	32,899
	2.55	2.55	2.55	2.85	157,401
<b>TOTAL ELDER SERVICES</b>	13.60	13.28	11.28	11.97	865,076
<b>VETERANS SERVICES</b>					
Director of Veteran Services	1.00	1.00	1.00	1.00	92,771
<b>TOTAL VETERAN SERVICES</b>	1.00	1.00	1.00	1.00	102,682
<b>TOTAL COMMUNITY SERVICES</b>	26.10	27.83	25.83	23.85	1,891,891

# DEPARTMENT OF COMMUNITY SERVICES

RECREATION		FY2022	FY2023	FY2024	FY2025	FY2025
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016301	RECREATION SALARIES					
5110	REG WAGES	\$164,259	\$180,117	\$188,096	\$203,123	\$203,123
5120	OVERTIME	\$4,331	\$913	\$0		
5140	SEASONAL	\$277,442	\$286,925	\$329,980	\$330,000	\$330,000
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$446,032</b>	<b>\$467,955</b>	<b>\$518,076</b>	<b>\$533,123</b>	<b>\$533,123</b>
016302	RECREATION EXPENSES					
5211	ELECTRICITY	\$5,392	\$5,588	\$7,000	\$7,000	\$7,000
5220	TELEPHONE	\$1,303	\$1,548	\$2,800	\$2,800	\$2,800
5225	POSTAGE	\$0	\$6,744	\$6,600	\$6,800	\$6,800
5231	TRANS ALLOWANCE	\$0	\$1,200	\$2,400	\$2,400	\$2,400
5270	PRINTING	\$547	\$77	\$1,000	\$1,000	\$1,000
5271	CREDIT CARD FEES	\$27,415	\$3,047	\$21,265	\$0	\$0
5282	REP-OFFICE EQUIP	\$2,324	\$1,461	\$1,500	\$1,500	\$1,500
5284	REP-COMPUTERS	\$0	\$0	\$0		
5295	OTHR SVCS	\$103,184	\$117,440	\$140,000	\$140,000	\$130,000
5310	OFFICE SUPPLIES	\$2,618	\$7,363	\$5,000	\$7,000	\$7,000
5355	AUTOMOTIVE FUEL	\$79	\$244	\$0	\$400	\$400
5370	SUPPLIES CONSTRUCTION	\$7,990	\$25,773	\$5,000	\$20,000	\$20,000
5392	SUPPLIES RECREATION	\$6,406	\$30,580	\$20,000	\$25,000	\$25,000
5504	TECHNOLOGY	\$0	\$15,346	\$15,000	\$16,000	\$16,000
5710	TRAVEL IN-STATE	\$2,843	\$3,884	\$3,000	\$3,000	\$3,000
5715	PROF DEV	\$485	\$2,918	\$2,500	\$3,000	\$3,000
5730	DUES/SUBSCRIPTIONS	\$1,478	\$529	\$2,500	\$2,500	\$2,500
5799	OFFICE FURNITURE	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$162,064</b>	<b>\$223,745</b>	<b>\$235,565</b>	<b>\$238,400</b>	<b>\$228,400</b>
016301	RECREATION SALARIES					
5811	FROM SALE OF SERVICE	(457,926)	(534,599)	(556,531)	(531,531)	(576,531)
	<b>SUBTOTAL</b>	<b>(457,926)</b>	<b>(534,599)</b>	<b>(556,531)</b>	<b>(531,531)</b>	<b>(576,531)</b>
	<b>TOTAL RECREATION</b>	<b>\$150,170</b>	<b>\$157,101</b>	<b>\$197,110</b>	<b>\$239,992</b>	<b>\$184,992</b>

# DEPARTMENT OF COMMUNITY SERVICES

YOUTH SERVICES		FY2022	FY2023	FY2024	FY2025	FY2025
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015421	YOUTH SERVICES SALARIES					
5110	REG WAGES	\$126,533	\$284,718	\$325,782	\$287,458	\$287,458
5120	OVERTIME	\$1,132	\$719	\$0		
5130	PART TIME	\$10,562	\$5,963	\$0	\$18,000	\$18,000
5137	TEMPORARY	\$288,984	\$0	\$0		
	NEW POSITIONS				\$20,000	\$20,000
5140	SEASONAL	\$69,693	\$24,682	\$84,932	\$78,500	\$78,500
	SUBTOTAL	\$496,904	\$316,082	\$410,714	\$403,958	\$403,958
015422	YOUTH SERVICES EXPENSES					
5211	ELECTRICITY	\$15,941	\$0	\$25,000	\$25,000	\$25,000
5212	NATURAL GAS	\$12,182	\$13,670	\$15,000	\$16,000	\$16,000
5220	TELEPHONE	\$0	\$2,417	\$3,300	\$3,000	\$3,000
5225	POSTAGE	\$0	\$1,209	\$1,000	\$1,500	\$1,500
5231	TRANS ALLOWANCE	\$200	\$429			
5250	ADVERTISING	\$0		\$500	\$4,500	\$4,500
5270	PRINTING	\$84	\$183	\$3,000	\$2,000	\$2,000
5271	CREDIT CARD FEES	\$0	\$0	\$1,250	\$0	\$0
5292	RENTAL/FACILITIES	\$0	\$3,327	\$3,000	\$3,000	\$3,000
5295	OTHR SVCS	\$4,129	\$28,266	\$10,500	\$11,000	\$11,000
5310	OFFICE SUPPLIES	\$2,974	\$6,291	\$7,000	\$7,000	\$7,000
5321	FOOD	\$11,921	\$11,979	\$15,000	\$16,000	\$16,000
5350	SUPPLIES/EQUIPMENT	\$0	\$2,187	\$2,500	\$2,500	\$2,500
5355	AUTOMOTIVE FUEL	\$3,782	\$3,142	\$8,000	\$6,000	\$6,000
5370	SUPPLIES CONSTRUCTION	\$0	\$599	\$5,000	\$5,000	\$5,000
5392	SUPPLIES RECREATION	\$10,397	\$29,235	\$22,500	\$24,000	\$24,000
5504	TECHNOLOGY	\$0		\$8,000	\$4,000	\$4,000
5710	TRAVEL IN-STATE	\$0	\$572	\$2,500	\$2,000	\$2,000
5715	PROFESSIONAL DEV	\$0	\$2,775	\$1,500	\$2,000	\$2,000
5730	DUES/SUBSCRIPTIONS	\$915	\$993	\$1,000	\$1,000	\$1,000
	SUBTOTAL	\$62,525	\$107,272	\$135,550	\$135,500	\$135,500
56640	YOUTH SERVICES EXPENSES					
	SALES OF SERVICE	(25,000)	(25,000)	(25,000)	(45,000)	(45,000)
	AYF GIFT	(7,975)	(22,000)	-		
	SUBTOTAL	(32,975)	(47,000)	(25,000)	(45,000)	(45,000)
	<b>TOTAL YOUTH SERVICES</b>	<b>\$526,454</b>	<b>\$376,354</b>	<b>\$521,264</b>	<b>\$494,458</b>	<b>\$494,458</b>

# DEPARTMENT OF COMMUNITY SERVICES

ELDER SERVICES		FY2022	FY2023	FY2024	FY2025	FY2025
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015411	ELDER SERVICES SALARIES					
5110	REG WAGES	\$400,887	\$408,918	\$432,407	\$465,794	\$465,794
5120	OVERTIME	\$1,140	\$2,115	\$2,000	\$2,000	\$2,000
5130	PART TIME	\$185,754	\$198,930	\$227,146	\$241,883	\$241,883
5140	SEASONAL	\$27,183	\$24,695	\$23,000	\$23,000	\$23,000
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$614,964</b>	<b>\$634,659</b>	<b>\$684,553</b>	<b>\$732,677</b>	<b>\$732,677</b>
015412	ELDER SERVICES EXPENSES					
5220	TELEPHONE	\$1,531	\$1,237	\$2,500	\$2,000	\$2,000
5231	TRANS ALLOWANCE	\$200	\$1,200	\$2,000	\$1,500	\$1,500
5250	ADVRTSNG	\$0	\$0	\$0	\$0	\$0
5270	PRINTING	\$18,947	\$17,990	\$23,000	\$23,000	\$21,000
5282	REP-OFFICE EQUIP	\$464	\$1,913	\$1,400	\$1,000	\$1,000
5291	RENT EQUIP	\$2,472	\$2,424	\$3,000	\$3,000	\$3,000
5294	CLOTHING ALLOWANCE	\$2,257	\$2,790	\$3,000	\$3,000	\$3,000
5295	OTHR SVCS	\$13,691	\$14,558	\$18,000	\$23,000	\$23,000
5310	OFFICE SUP	\$6,817	\$5,367	\$9,000	\$7,000	\$4,000
5321	FOOD	\$63,439	\$91,357	\$113,000	\$116,500	\$116,500
5330	OPERATING SUPPLIES	\$0			\$0	\$0
5350	SUPPLIES/EQUIPMENT	\$9,290	\$12,179	\$11,600	\$11,600	\$11,600
5355	AUTOMOTIVE FUEL	\$3,025	\$3,776	\$6,000	\$5,000	\$5,000
5394	SUPPLIES/BOOKS	\$64			\$0	\$0
5395	OTHER COMMODITIES	\$7,100	\$7,175	\$15,500	\$16,000	\$16,000
5710	TRAVEL IN-STATE	\$5,430	\$6,689	\$6,000	\$7,000	\$7,000
5715	PROFESSIONAL DEVELOPMENT	\$0	\$75	\$2,000	\$1,500	\$1,500
5730	DUES/SUBSCRIPTIONS	\$1,512	\$3,161	\$3,000	\$4,000	\$4,000
5799	OFFICE EQUIPMENT	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$136,239</b>	<b>\$171,892</b>	<b>\$219,000</b>	<b>\$225,100</b>	<b>\$220,100</b>
015411	ELDER SERVICES SALARIES					
5801	FROM FEDERAL GRANTS	(56,489)	(54,151)	(51,000)	(51,000)	(51,000)
5811	FROM SALE OF SERVICE	(69,305)	(66,847)	(55,000)	(55,000)	(55,000)
	<b>SUBTOTAL</b>	<b>(125,794)</b>	<b>(120,998)</b>	<b>(106,000)</b>	<b>(106,000)</b>	<b>(106,000)</b>
	<b>TOTAL ELDER SERVICES</b>	<b>\$625,409</b>	<b>\$685,553</b>	<b>\$797,553</b>	<b>\$851,777</b>	<b>\$846,777</b>

# DEPARTMENT OF COMMUNITY SERVICES

VETERAN SERVICES GENERAL GOVERNMENT			FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
015431	VETERANS SERVICES SALARIES						
015501	5110	REG WAGES	\$89,703	\$94,890	\$99,934	\$102,682	\$102,682
	5130	PART TIME	\$5,265	\$6,533	\$7,000	\$7,000	\$7,000
	5140	SEASONAL	\$0	\$0	\$0	\$0	\$0
	5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL		\$94,968	\$101,423	\$106,934	\$109,682	\$109,682
015432	VETERANS SERVICES EXPENSES						
015502	5270	PRINTING	\$38	\$189	\$0	\$0	\$0
	5231	TRANS ALLOWANCE	\$1,600	\$2,000	\$2,000	\$2,000	\$2,000
	5294	CLOTHING ALLOWANCE	\$192	\$0	\$250	\$250	\$250
	5295	OTHR SVCS	\$59,596	\$66,644	\$58,000	\$58,000	\$58,000
	5310	OFFICE SUP	\$141	\$0	\$500	\$500	\$500
	5395	OTH COMM	\$0	\$0	\$0		
	5710	TRAVEL	\$0	\$0	\$650	\$650	\$650
	5715	PROF DEV	\$0	\$0	\$0		
	5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$1,000	\$1,000	\$1,000
	SUBTOTAL		\$61,567	\$68,833	\$62,400	\$62,400	\$62,400
	<b>TOTAL VETERANS SERVICES</b>		<b>\$156,535</b>	<b>\$170,256</b>	<b>\$169,334</b>	<b>\$172,082</b>	<b>\$172,082</b>

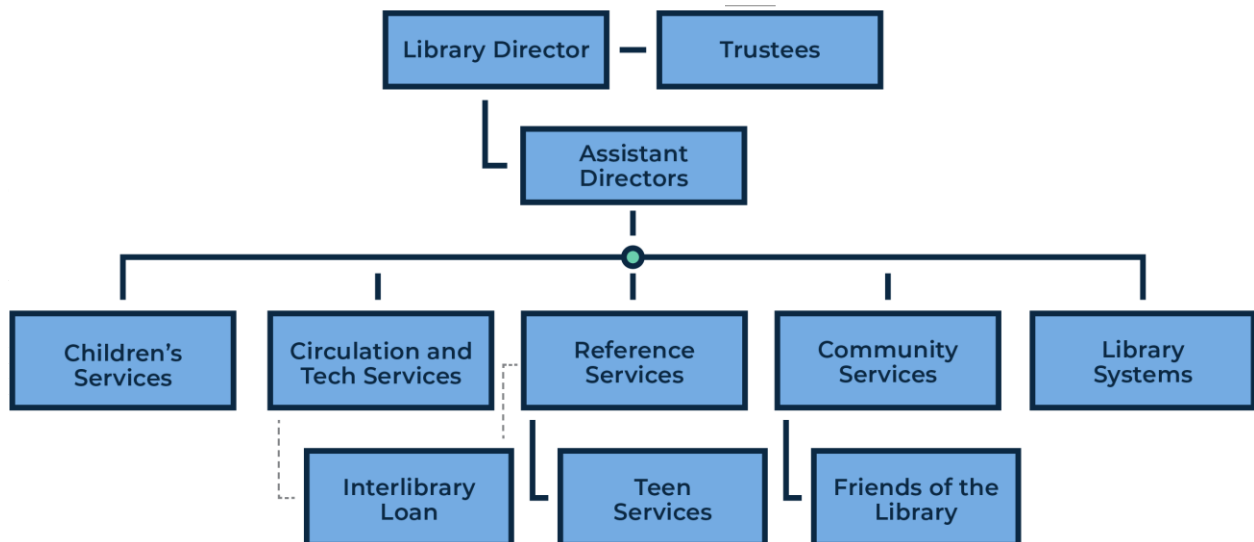
PATRIOTIC CIVIC CELEBRATION COMMUNITY SERVICES			FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
016922	PATRIOTIC CIVIC CELEBRATION						
016402	5700	UNCLASSIFIED EXP	\$29,766	\$28,204	\$30,000	\$35,000	\$35,000
	SUBTOTAL		\$29,766	\$28,204	\$30,000	\$35,000	\$35,000
	<b>TOTAL PATRIOTIC CIVIC CELEBRATION</b>		<b>\$29,766</b>	<b>\$28,204</b>	<b>\$30,000</b>	<b>\$35,000</b>	<b>\$35,000</b>

# 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

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**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. Senior staff continue completing Action Items associated with our FY2024-FY2028 Strategic Plan. 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, maintains the library's web presence and social media accounts, and facilitates notary and exam proctoring services provided by library staff.

**The Children's Department** plans and provides services for children, birth through grade 5. They offer programs such as story time, crafts, and music, as well as winter and 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. They maintain a cooperative relationship with Andover schools, both public and private, and the Recreation Department

**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, and the Andover Youth Services Department.

**The Programming and Partnerships 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 aspires to be an active community partner that fosters a thirst for knowledge, creativity, resilience, civic engagement, and community connection in a just, equitable, sustainable, and evolving world.

## FY2025 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

# MEMORIAL HALL LIBRARY

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- Encourage staff to engage in professional development activities through training and workshops
- Work with Town Facilities on FY2025 CIP articles and other building enhancements
- Collaborate with MVLC to explore opportunities to update our shared library catalog

## **Administration/Reference/Library Systems**

- Explore additional streaming products and electronic databases
- Investigate new digitization possibilities for local newspapers currently on microfilm
- Maintain and update public-facing technology
- Staff the library makerspace and develop a programming calendar
- Expand technical training opportunities

## **Circulation/ Technical Services/Interlibrary Loan**

- 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
- Work collaboratively with Andover Youth Services

## **Children's Services**

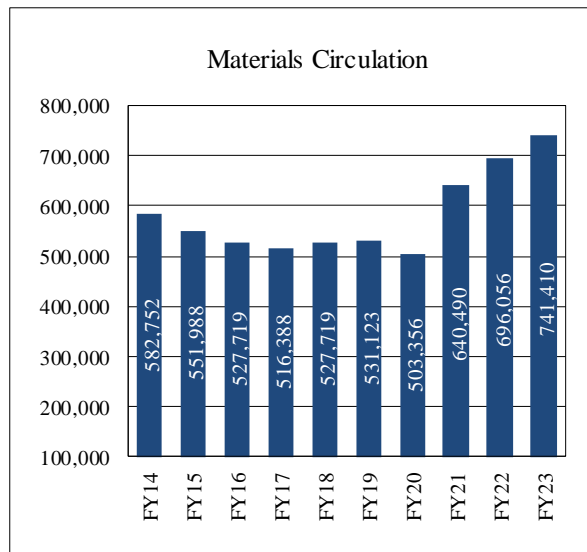
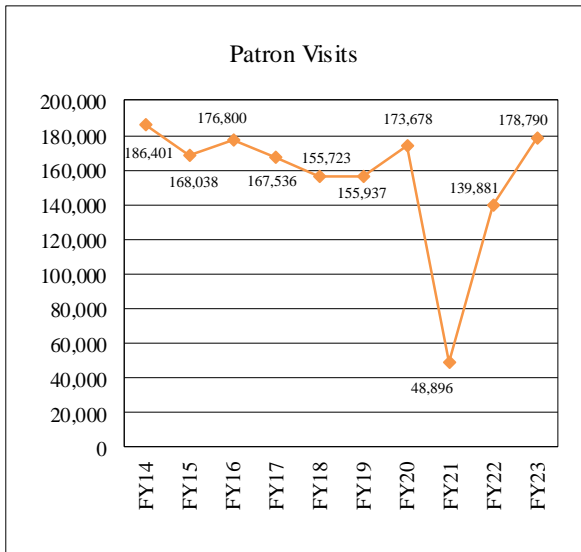
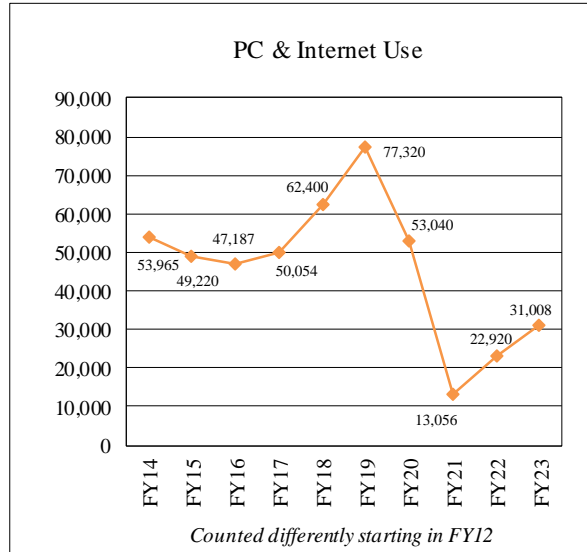
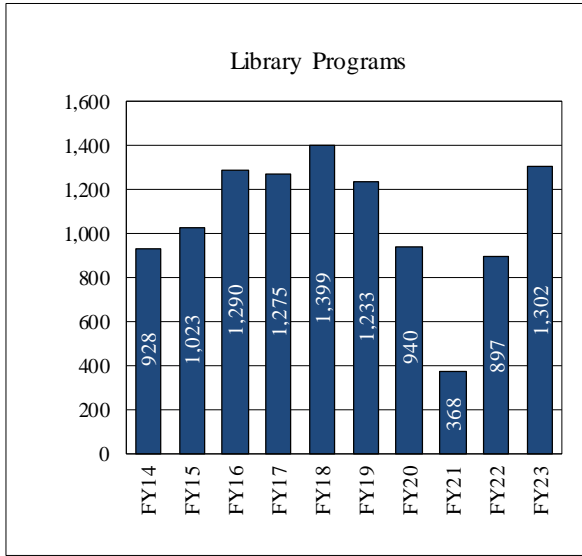
- Deploy staff to better serve the increased numbers of families using the Children's Room
- Explore new in-person and take-home programming opportunities that meet a wide variety of patron needs
- Continue diversity and inclusion work with our collections, displays and programs
- Collaborate with Andover preschools, elementary schools, Recreation Department, and other organizations that serve families

## **Programming And Partnerships**

- Continue to improve use of MHL-Mail and social media to promote library services, materials, and programs
- 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

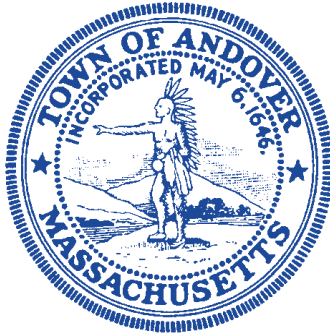


# MEMORIAL HALL LIBRARY

<b>Position Classification</b>	<b>FTE FY2022</b>	<b>FTE FY2023</b>	<b>FTE FY2024</b>	<b>TMREC FY2025</b>	<b>TMREC FY2025</b>
<b>MEMORIAL HALL LIBRARY</b>					
<u>Full Time</u>					
Library Director	1.0	1.0	1.0	1.0	149,322
Assistant Library Director	2.0	2.0	2.0	2.0	223,757
Assistant Library - Coord Tech & Circ Serv					
Librarian Coordinators	2.0	2.0	2.0	2.0	210,842
Library Systems Coordinator	1.0	1.0	1.0	1.0	102,148
Librarian	8.0	8.0	8.0	8.0	678,078
Program & Partnerships Manager	1.0	1.0	1.0	1.0	80,406
Acquisitions Head	1.0	1.0	1.0	1.0	83,875
Executive Secretary	1.0	1.0	1.0	1.0	76,172
Library Asst II	2.0	2.0	2.0	2.0	140,381
Library Assistant	2.0	2.0	2.0	2.0	123,384
	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>1,868,365</b>
<u>Part Time</u>					
Librarians	0.6	0.6	0.6	0.6	46,945
Library Assistant	5.3	5.3	5.3	5.3	322,390
Pages and Aides					111,557
	<b>5.9</b>	<b>5.9</b>	<b>5.9</b>	<b>5.9</b>	<b>480,892</b>
<b>GRAND TOTAL</b>	<b>26.9</b>	<b>26.9</b>	<b>26.9</b>	<b>26.9</b>	<b>2,349,257</b>

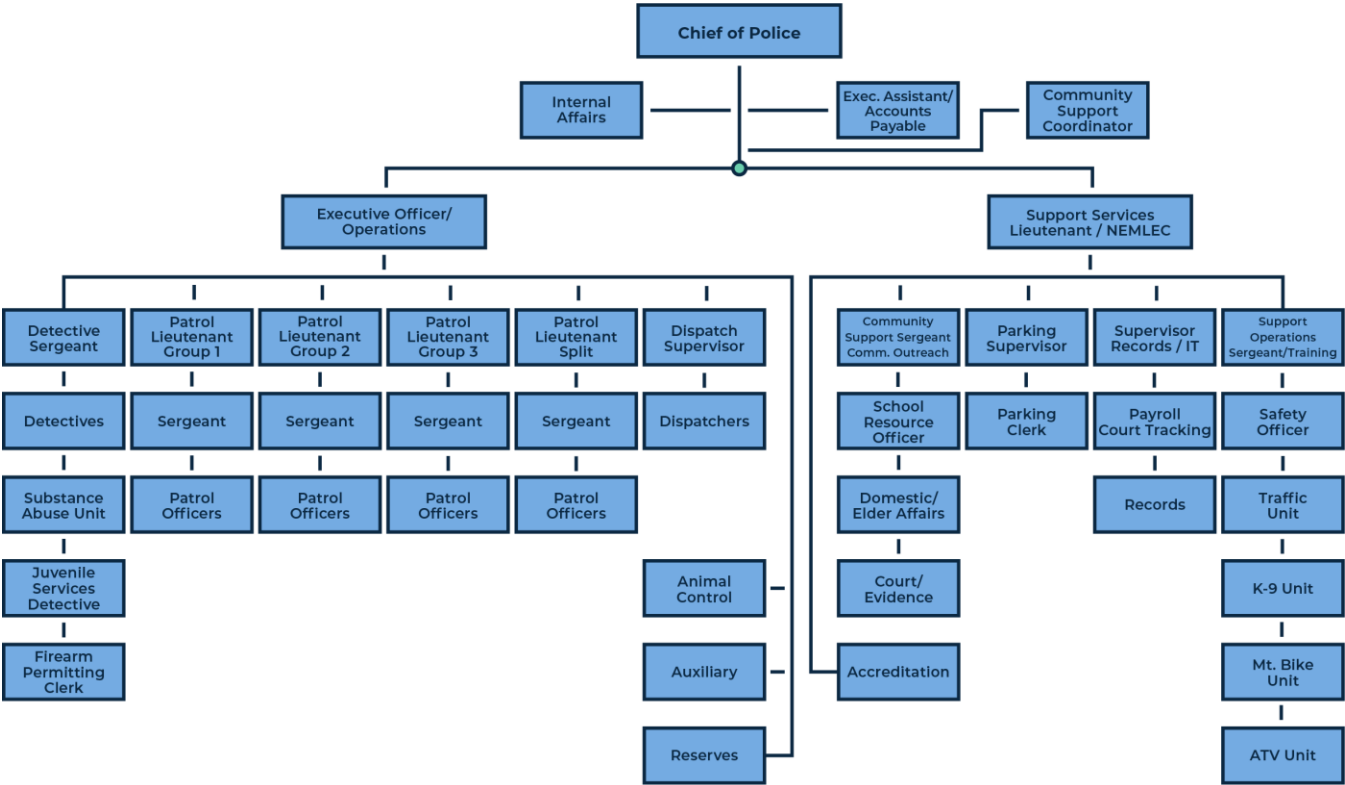
<b>MEMORIAL HALL LIBRARY</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>LIBRARY</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
016101	LIBRARY SALARIES					
	5110 REG WAGES	\$1,735,711	\$1,764,196	\$1,821,271	\$1,868,364	\$1,868,364
	5120 OVERTIME	\$31,139	\$31,580	\$65,000	\$65,000	\$65,000
	5130 PART TIME	\$442,395	\$463,356	\$497,659	\$480,892	\$480,892
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$2,209,245</b>	<b>\$2,259,133</b>	<b>\$2,383,930</b>	<b>\$2,414,256</b>	<b>\$2,414,256</b>
016102	LIBRARY EXPENSES					
	5211 ELECTRICITY	\$45,578	\$50,368	\$55,000	\$62,951	\$62,951
	5213 NATURAL GAS/OIL	\$28,354	\$26,261	\$35,000	\$35,000	\$35,000
	5220 TELEPHONE	\$0	\$0	\$0	\$0	\$0
	5225 POSTAGE	\$1,500	\$1,500	\$2,000	\$2,500	\$2,500
	5270 PRINTING	\$911	\$1,563	\$1,000	\$1,000	\$1,000
	5282 REP-OFFICE EQUIP	\$5,002	\$5,049	\$7,000	\$6,000	\$6,000
	5284 REP-COMPUTERS	\$0	\$0	\$0	\$0	\$0
	5295 OTHR SVCS	\$10,978	\$12,143	\$8,500	\$10,000	\$10,000
	5310 OFFICE SUPPLIES	\$3,187	\$2,470	\$4,500	\$3,500	\$3,500
	5330 SUPPLIES/BUILDING	\$19,122	\$13,706	\$25,000	\$22,000	\$22,000
	5350 SUPPLIES/EQUIPMENT	\$8,381	\$7,931	\$12,000	\$10,000	\$10,000
	5391 SUPPLIES/DATA PROC	\$0	\$0	\$0	\$0	\$0
	5394 SUPPLIES/BOOKS	\$382,513	\$367,135	\$375,000	\$378,000	\$378,000
	5430 OTHER EQUIPMENT	\$49,511	\$47,203	\$55,000	\$55,000	\$55,000
	5710 TRAVEL IN-STATE	\$330	\$586	\$750	\$600	\$600
	5715 PROFESSIONAL DEVELOPMENT	\$3,442	\$2,439	\$3,500	\$4,000	\$4,000
	5730 DUES/SUBSCRIPTIONS	\$85,687	\$85,687	\$89,929	\$92,534	\$92,534
	<b>SUBTOTAL</b>	<b>\$644,496</b>	<b>\$624,042</b>	<b>\$674,179</b>	<b>\$683,085</b>	<b>\$683,085</b>
	<b>TOTAL LIBRARY</b>	<b>\$2,853,741</b>	<b>\$2,883,174</b>	<b>\$3,058,109</b>	<b>\$3,097,341</b>	<b>\$3,097,341</b>

# 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

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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. 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 20.5 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 and Detectives). 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 canine and handler. This K-9 team is utilized for searches of missing or wanted persons in either buildings or open terrain.
  - **Tactical Officers** – The department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the N.E.M.L.E.C. officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has a cyber-crime investigative division and traffic reconstruction unit.
  - **Emergency Services** – Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, traffic control and juvenile issues.
  - **Animal Control** – The Animal Control Officer is responsible for the enforcement of federal and state statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and police officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the River Road Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control and inspections of animal kennels, shelters and barns.
  - **Central Dispatch** – The purpose of the Central Dispatch is to receive, process and expedite all requests for 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

# POLICE DEPARTMENT

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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*

- **Behavioral Health Clinician** – The Behavioral Health Clinician works directly for the Chief of Police. The BHC assists residents who are struggling with mental illness and addiction and works closely with the Patrol Force with follow ups. The BHC 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.
- **Comfort Dog** – The department has one specially trained comfort dog and handler. The comfort dog works alongside the SRO at the Andover High School. The comfort dog is intended to create a comforting and calming resource for community members and students.
- **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.

## **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

# POLICE DEPARTMENT

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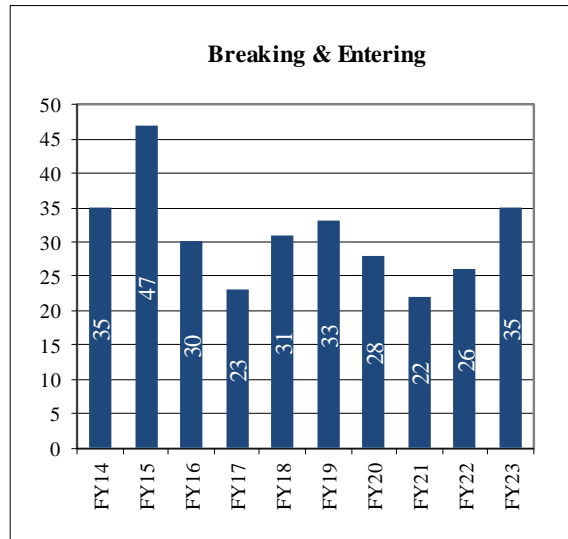
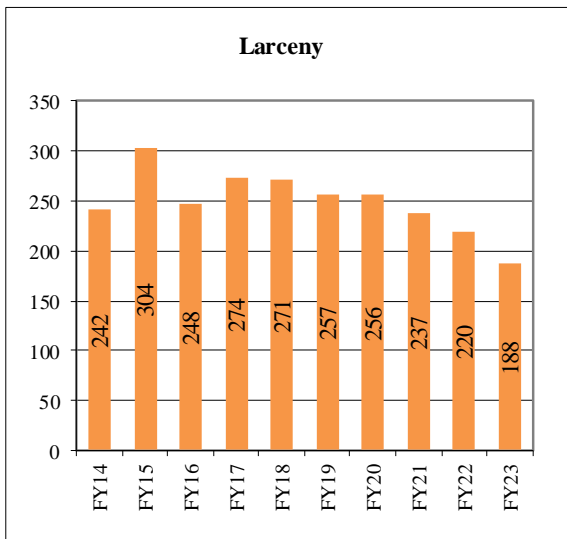
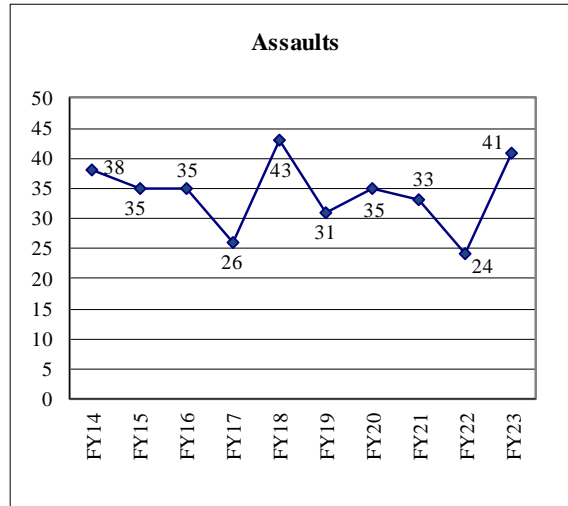
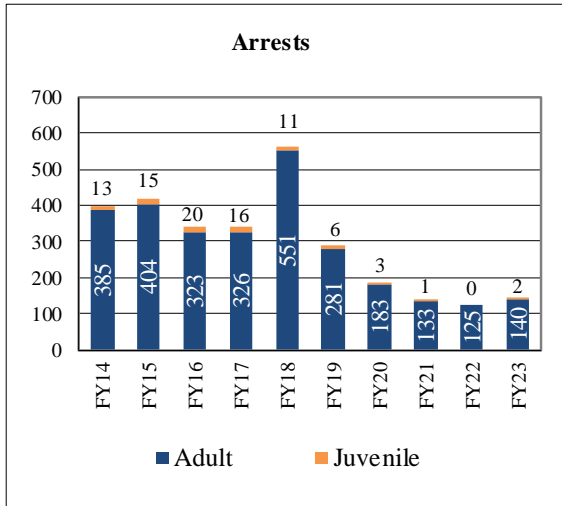
coordinating the Town's response to any hazardous materials spill or incident. The Chief of Police is the Emergency Response Coordinator for the Town of Andover while working closely with other town leaders.

## **FY2025 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	FTE	FTE	REQ	TMREC	TMREC
	FY2022	FY2023	FY2024	FY2025	FY2025	FY2025
Chief of Police	1.0	1.0	1.0	1.0	1.0	217,004
Lieutenant	6.0	6.0	6.0	6.0	6.0	959,477
Sergeant	8.0	8.0	8.0	8.0	8.0	1,033,336
Patrol Officers * #	37.0	37.0	37.0	37.0	37.0	3,722,838
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	65,944
Office Assistant III	1.0	1.0	1.0	1.0	1.0	84,298
Executive Assistant	1.0	1.0	1.0	1.0	1.0	81,477
Records Clerk	2.0	2.0	2.0	2.0	2.0	132,871
Community Support Coordinator (FY23 Moved to Comm Serv)	1.0					
Public Safety Network Administrator (1)	1.0	1.0	1.0	1.0	1.0	122,435
Unclassified						209,454
	60.0	59.0	59.0	59.0	59.0	6,651,897
<b><u>Part-Time</u></b>						
Reserve Officers						5,000
Matrons						1,000
	0.0	0.0	0.0	0.0	0.0	6,000
<b><u>CENTRAL DISPATCHING</u></b>						
Dispatch Supervisor (D2)	1.0	1.0	1.0	1.0	1.0	86,731
Dispatcher (D1)	10.0	10.0	10.0	10.0	10.0	788,744
Reserve Dispatchers						25,000
Note: Dispatcher Wages at FY19 Rates	11.0	11.0	11.0	11.0	11.0	900,475
<b><u>ANIMAL CONTROL</u></b>						
Animal Control Officer (I-16)	1.0	1.0	1.0	1.0	1.0	71,957
	1.0	1.0	1.0	1.0	1.0	71,957
<b><u>PARKING CONTROL</u></b>						
Parking Control Supervisor (I-14)	1.0	1.0	1.0	1.0	1.0	74,775
Parking Control Assistant (I-10)	0.5	0.5	0.5	0.5	0.5	26,342
	1.5	1.5	1.5	1.5	1.5	101,117
<b>GRAND TOTAL</b>	<b>73.5</b>	<b>72.5</b>	<b>72.5</b>	<b>72.5</b>	<b>72.5</b>	<b>7,731,446</b>

# POLICE DEPARTMENT

POLICE DEPARTMENT		FY2022	FY2023	FY2024	FY2025	FY2025
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012101	POLICE DEPT SALARIES					
5110	REG WAGES	\$5,440,707	\$5,461,593	\$6,328,269	\$6,651,897	\$6,651,897
5111	ILD INJURED ON DUTY	\$341,872	\$298,430	\$0	\$0	\$0
5120	OVERTIME		\$2,504	\$0		
5123	MISC OT	\$1,233,548	\$1,386,956	\$925,000	\$925,000	\$890,000
5125	COURT DUTY	\$32,888	\$37,494	\$75,000	\$75,000	\$75,000
5127	INVESTIGATIONS	\$81,589	\$90,282	\$50,000	\$50,000	\$50,000
5130	PART TIME	\$25,715	\$45,684	\$6,000	\$6,000	\$6,000
5188	RETRO WAGES	\$165,821	\$57,498	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$7,322,140</b>	<b>\$7,380,440</b>	<b>\$7,384,269</b>	<b>\$7,707,897</b>	<b>\$7,672,897</b>
012102	POLICE DEPT EXPENSES					
5211	ELECTRIC	\$90,580	\$97,307	\$85,000	\$85,000	\$85,000
5213	NATURAL GAS/OIL	\$49,124	\$50,625	\$50,000	\$50,000	\$50,000
5220	TELEPHONE	\$47,721	\$41,018	\$40,000	\$40,000	\$10,000
5225	POSTAGE	\$652	\$4,573	\$5,000	\$5,000	\$5,000
5270	PRINTING	\$172	\$339	\$0	\$0	\$0
5285	REP/OTHER EQUIP	\$126,956	\$113,856	\$135,000	\$135,000	\$135,000
5287	REPAIRS/RADIO EQUIP	\$76,058	\$64,287	\$75,000	\$75,000	\$75,000
5291	EQUIPMENT RENTAL	\$26,579	\$25,545	\$35,000	\$35,000	\$35,000
5294	CLOTHING ALLOWANCE	\$60,231	\$87,056	\$76,000	\$76,000	\$76,000
5295	OTHR SVCS	\$18,178	\$40,844	\$50,000	\$46,000	\$46,000
5296	MEDICAL EXPENSES	\$112,717	\$139,198	\$32,000	\$32,000	\$0
5310	OFFICE SUPPLIES	\$6,624	\$5,830	\$10,000	\$10,000	\$10,000
5350	OPERATING SUPPLIES	\$40,789	\$49,510	\$75,000	\$75,000	\$75,000
5355	AUTOMOTIVE FUEL	\$80,995	\$80,672	\$95,000	\$95,000	\$95,000
5395	OTHER COMMODITIES	\$41,999	\$1,954	\$60,000	\$60,000	\$60,000
5396	K9 SUPPLIES	\$0	\$0	\$0	\$4,000	\$4,000
5397	COMFORT DOG	\$0	\$0	\$0	\$4,000	\$4,000
5410	MACHINERY/EQUIPMENT	\$26,856	\$68,550	\$47,000	\$50,000	\$50,000
5504	TECHNOLOGY	\$38,674	\$0	\$0	\$0	\$0
5710	TRAVEL	\$8,842	\$6,087	\$6,000	\$6,000	\$6,000
5714	ACADEMY TRAINING		\$13,000	\$0	\$0	\$0
5716	ACADEMY TRAINING	\$18,987	\$0	\$8,000	\$8,000	\$8,000
5715	PROFESSIONAL DEV	\$35,926	\$29,148	\$25,000	\$30,000	\$30,000
5720	TRAVEL OUT OF STATE	\$0	\$0	\$0	\$0	\$0
5730	DUES/SUBSCRIPTIONS	\$26,004	\$26,762	\$23,000	\$25,000	\$25,000
5799	OFFICE FURNITURE	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$934,664</b>	<b>\$946,163</b>	<b>\$932,000</b>	<b>\$946,000</b>	<b>\$884,000</b>
012101	POLICE DEPT SALARIES					
5811	FROM SALE OF SERVICE	\$ (85,124)	\$ (68,990)	\$ (70,000)	\$ (60,000)	\$ (60,000)
5831	FROM RESERVE FUNDS	\$ -	\$ -	\$ (108,659)	\$ (111,647)	\$ (111,647)
	<b>SUBTOTAL</b>	<b>\$ (85,124)</b>	<b>\$ (68,990)</b>	<b>\$ (178,659)</b>	<b>\$ (171,647)</b>	<b>\$ (171,647)</b>
	<b>TOTAL POLICE DEPARTMENT</b>	<b>\$8,171,680</b>	<b>\$8,257,614</b>	<b>\$8,137,610</b>	<b>\$8,482,250</b>	<b>\$8,385,250</b>

# POLICE DEPARTMENT

<b>POLICE CENTRAL DISPATCH</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>PUBLIC SAFETY</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
012151	CENTRAL DISPATCH SALARIES					
5110	REG WAGES	\$709,295	\$699,391	\$850,762	\$875,475	\$875,475
5123	MISC OT	\$120,195	\$100,207	\$120,000	\$120,000	\$100,000
5130	PART TIME	\$24,773	\$16,141	\$45,000	\$45,000	\$25,000
5188	RETRO WAGES	\$87,587	\$398	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$941,850</b>	<b>\$816,136</b>	<b>\$1,015,762</b>	<b>\$1,040,475</b>	<b>\$1,000,475</b>
012152	CENTRAL DISPATCH EXPENSES					
5285	REP/OTHER EQUIP	\$0	\$0	\$2,500	\$2,500	\$2,500
5287	REPAIRS/RADIO EQUIP	\$6,000	\$4,183	\$6,000	\$6,000	\$5,000
5291	EQUIPMENT RENTAL	\$2,828	\$3,046	\$3,000	\$3,000	\$3,000
5294	CLOTHING ALLOWANCE	\$6,226	\$4,543	\$5,500	\$5,500	\$5,500
5310	OFFICE SUPPLIES	\$187	\$400	\$500	\$500	\$500
5350	OPERATING SUPPLIES	\$581	\$705	\$5,000	\$5,000	\$2,000
5420	OFFICE EQUIPMENT	\$2,130	\$1,349	\$2,000	\$2,000	\$2,000
5710	TRAVEL	\$0	\$0	\$0	\$0	\$0
5715	PROFESSIONAL DEVELOPMENT	\$4,521	\$2,135	\$4,500	\$4,500	\$2,500
5799	OFFICE FURNITURE	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$22,473</b>	<b>\$16,361</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$23,000</b>
	<b>TOTAL POLICE CENTRAL DISPATCH</b>	<b>\$964,323</b>	<b>\$832,497</b>	<b>\$1,044,762</b>	<b>\$1,069,475</b>	<b>\$1,023,475</b>

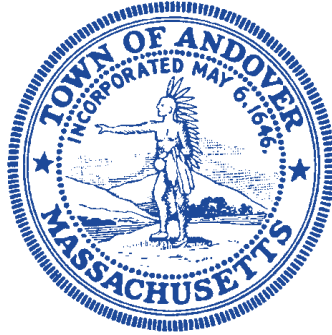
<b>POLICE ANIMAL CONTROL</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>PUBLIC SAFETY</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
012161	POLICE ANIMAL CONTROL SALARIES					
5110	REG WAGES	\$61,205	\$63,769	\$67,816	\$71,957	\$71,957
5120	OVERTIME	\$4,190	\$6,344	\$10,000	\$10,000	\$7,000
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$65,395</b>	<b>\$70,113</b>	<b>\$77,816</b>	<b>\$81,957</b>	<b>\$78,957</b>
012162	POLICE ANIMAL CONTROL EXPENSES					
5294	CLOTHING ALLOWANCE	\$601	\$608	\$1,000	\$1,000	\$1,000
5295	OTHER SERV	\$1,873	\$6,160	\$5,000	\$5,000	\$5,000
5310	OFFICE SUPPLIES	\$42	\$495	\$300	\$300	\$300
5350	OPERATING SUPPLIES	\$25	\$1,685	\$1,000	\$1,000	\$1,000
	<b>SUBTOTAL</b>	<b>\$2,541</b>	<b>\$8,947</b>	<b>\$7,300</b>	<b>\$7,300</b>	<b>\$7,300</b>
	<b>TOTAL POLICE ANIMAL CONTROL</b>	<b>\$67,936</b>	<b>\$79,060</b>	<b>\$85,116</b>	<b>\$89,257</b>	<b>\$86,257</b>

<b>POLICE EMERGENCY PREPAREDNESS</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>PUBLIC SAFETY</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
012171	EMERGENCY PREP SALARIES					
5130	PART TIME	\$1,508	\$1,500	\$1,500	\$1,500	\$1,500
	<b>SUBTOTAL</b>	<b>\$1,508</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>
012172	POLICE - EMERGENCY PREP EXPENSES					
5220	TELEPHONE	\$689	\$697	\$700	\$700	\$700
5310	OFFICE SUPPLIES	\$74	\$0	\$300	\$300	\$300
5350	OPERATING SUPPLIES	\$570	\$0	\$2,500	\$2,500	\$2,500
5360	REPAIR PARTS/EQUIP	\$18,442	\$19,980	\$18,500	\$23,000	\$23,000
	<b>SUBTOTAL</b>	<b>\$19,775</b>	<b>\$20,677</b>	<b>\$22,000</b>	<b>\$26,500</b>	<b>\$26,500</b>
	<b>TOTAL POLICE EMERGENCY PREP</b>	<b>\$21,283</b>	<b>\$22,177</b>	<b>\$23,500</b>	<b>\$28,000</b>	<b>\$28,000</b>

# POLICE DEPARTMENT

<b>POLICE PARKING CONTROL</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>PUBLIC SAFETY</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
012181	PARKING CONTROL SALARIES					
5110	REG WAGES	\$70,124	\$71,001	\$72,952	\$74,775	\$74,775
5120	OVERTIME	\$1,177	\$733	\$1,236	\$1,236	\$1,236
5130	PART TIME	\$924	\$0	\$25,524	\$26,162	\$26,162
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$72,225</b>	<b>\$71,734</b>	<b>\$99,712</b>	<b>\$102,173</b>	<b>\$102,173</b>
012182	PARKING CONTROL EXPENSES					
5294	CLOTHING ALLOWANCE	\$998	\$1,000	\$2,000	\$2,000	\$2,000
5310	OFFICE SUPPLIES	\$2,708	\$605	\$20,000	\$20,000	\$20,000
5350	OPERATING SUPPLIES	\$54,000	\$59,423	\$35,000	\$40,000	\$40,000
	<b>SUBTOTAL</b>	<b>\$57,706</b>	<b>\$61,028</b>	<b>\$57,000</b>	<b>\$62,000</b>	<b>\$62,000</b>
012181	PARKING CONTROL SALARIES					
5831	FROM RESERVE FUNDS	\$ (96,460)	\$ (71,734)	\$ (99,712)	\$ (102,173)	\$ (102,173)
	<b>SUBTOTAL</b>	<b>\$ (96,460)</b>	<b>\$ (71,734)</b>	<b>\$ (99,712)</b>	<b>\$ (102,173)</b>	<b>\$ (102,173)</b>
012182	PARKING CONTROL EXPENSES					
5831	FROM RESERVE FUNDS	\$ (55,500)	\$ (61,028)	\$ (57,000)	\$ (62,000)	\$ (62,000)
	<b>SUBTOTAL</b>	<b>\$ (55,500)</b>	<b>\$ (61,028)</b>	<b>\$ (57,000)</b>	<b>\$ (62,000)</b>	<b>\$ (62,000)</b>
	<b>TOTAL PARKING CONTROL</b>	<b>\$ (22,029)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# FIRE RESCUE



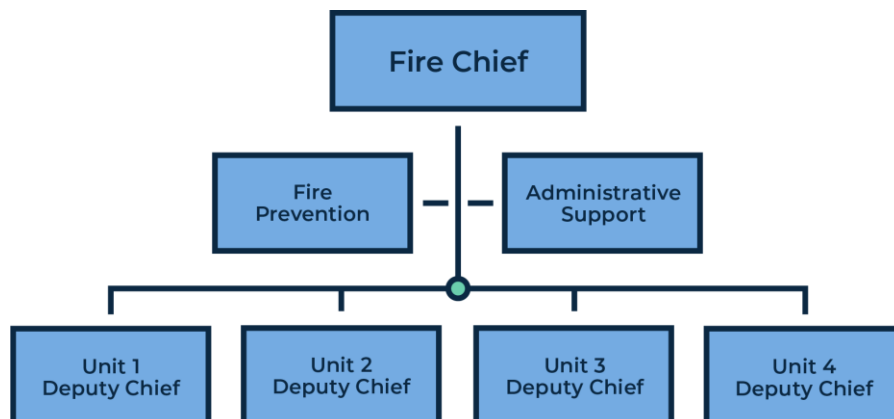
## Mission Statement

*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

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**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, Capital Improvement Budget, purchasing, personnel and payroll records for seventy nine (79) 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 comply 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 services 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 invoiced 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 (All Hazard) 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 full-time Lieutenant who has the role of the organizational Training Officer. The Training Officer coordinates training programs and instructors to deliver quality programs to all Andover Fire Rescue personnel. Many of these instructors have affiliations with 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 Public Works 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 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

# FIRE RESCUE

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Commonwealth of Massachusetts to address the concerns and treatment of juvenile fire setters.

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.

## **FY2025 Objectives**

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

- Complete construction of the emergency access road to the Merrimack River for rescue purposes.
- Collaborate with the Department of Facilities to complete the installation of new windows, refinishing of the apparatus bay floor, paving of the rear parking lot and additional outdoor aesthetic projects.
- 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.

**Personnel** – Complete the hiring of additional personnel for Andover Fire Rescue to ensure the organization can maintain the current level of emergency services it provides to the community through the addition of a third in service 50% of the time.

- Analyze methods of which to retain all current personnel and staffing.
- Continue to utilize new employee evaluation and skills programs.
- Provide professional development opportunities to all personnel through the use of outside vendors and internal instruction through the collaboration of the AFR Company Officers and the Training Officer.
- Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education opportunities.

**Fire Prevention/ Code Enforcement/Public Education**– Ensure 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.

- Develop and execute an annual fire prevention and life safety educational strategy to include all at risk populations.
- Continue to streamline permitting process through the utilization of new computer software and the implementation of new inspection strategies.
- 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.
- Continue to apply and receive grant funding for fire prevention and injury risk program delivery.

**Training** – Continue to develop and deliver a comprehensive training and educational program designed to build team effectiveness and individual career development.

- Provide all personnel with comprehensive fire and EMS training to allow for skill set maintenance.
- Train all personnel in new OEMS protocols related to airway management, drug intervention and any

# FIRE RESCUE

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newly released protocols.

- 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 ASHER 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** – 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.
- 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, hydraulic rescue tools and hose to assure NFPA Standard compliance.
- Maintain labor/management safety committee dialogue.
- Provide for individual fit testing annually.
- Immediately address any safety deficiencies that may exist organizationally.

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

- Maintain capital replacement programming 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 meets or exceeds NFPA standards.
- Maintain the existing preventive maintenance programs currently in place.

**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.

**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.

- Continue to implement the 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.

# FIRE RESCUE

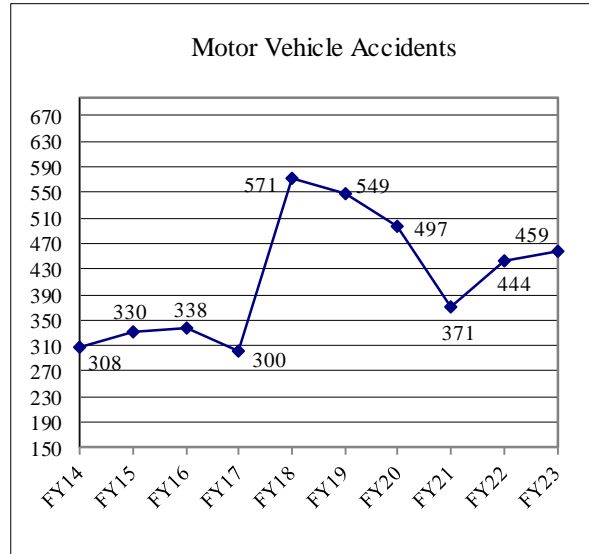
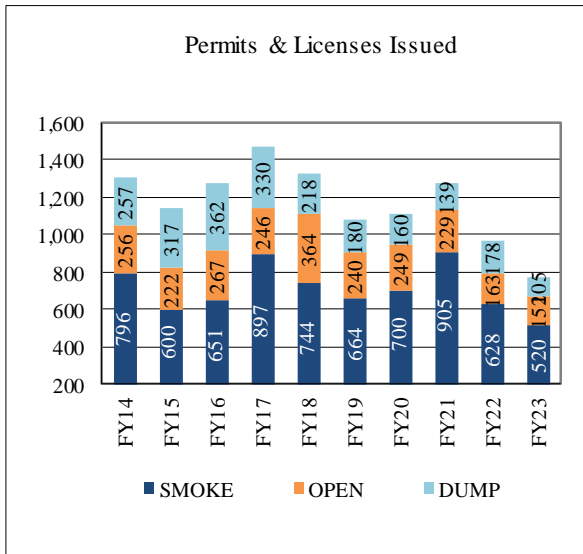
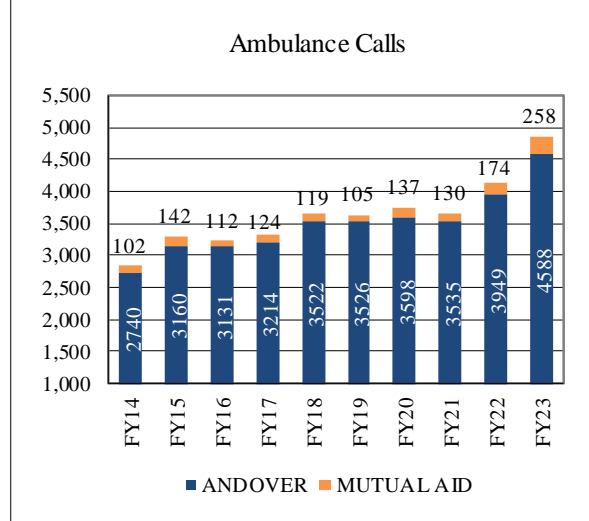
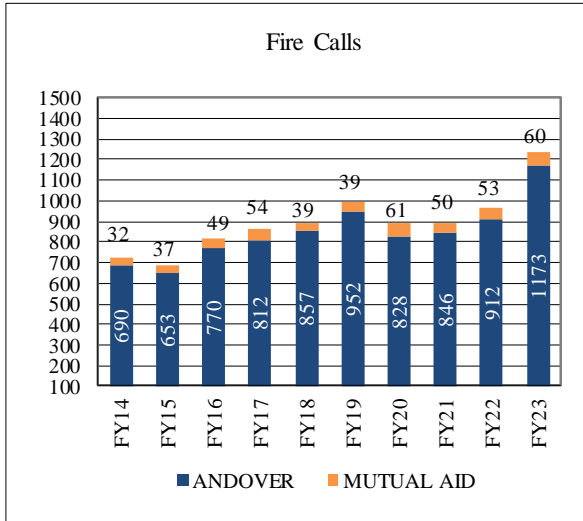
	<u>FTE</u> <u>FY2021</u>	<u>FTE</u> <u>FY2022</u>	<u>FTE</u> <u>FY2023</u>	<u>FTE</u> <u>FY2024</u>	<u>REQ</u> <u>FY2025</u>	<u>TMREC</u> <u>FY2025</u>	<u>TMREC</u> <u>FY2025</u>
<b>FIRE-RESCUE</b>							
Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0	200,000
Executive Assistant	1.0	1.0	1.0	1.0	1.0	1.0	83,509
Office Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	61,296
Deputy Chief	4.0	4.0	4.0	4.0	4.0	4.0	617,779
Lieutenant	13.0	13.0	13.0	14.0	14.0	14.0	1,708,036
Firefighter	52.0	52.0	52.0	60.0	60.0	60.0	5,451,366
Unclassified							175,000
GRAND TOTAL	72.0	72.0	72.0	81.0	81.0	81.0	8,296,986

# FIRE RESCUE

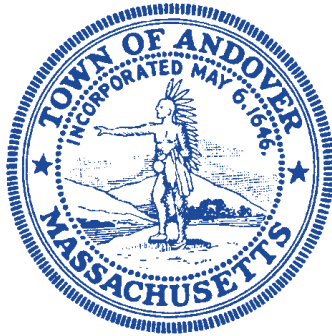
FIRE RESCUE DEPARTMENT		FY2022	FY2023	FY2024	FY2025	FY2025
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012201	FIRE RESCUE SALARIES					
5110	REG WAGES	\$6,553,072	\$6,807,592	\$7,959,790	\$8,296,986	\$8,296,986
5111	ILD INJURED ON DUTY	\$176,892	\$190,118	\$0	\$0	\$0
5118	ALS WAGES	\$0	\$0	\$0	\$0	\$0
5120	OVERTIME		\$1,172	\$0	\$0	\$0
5123	OVERTIME	\$1,591,421	\$1,465,760	\$1,295,651	\$1,347,300	\$1,347,300
5151	LADDER AIDE OVERTIME	\$474,457	\$455,936	\$0	\$0	\$0
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$8,795,842</b>	<b>\$8,920,578</b>	<b>\$9,255,441</b>	<b>\$9,644,286</b>	<b>\$9,644,286</b>
012202	FIRE RESCUE EXPENSES					
5211	ELECTRIC	\$30,475	\$29,363	\$35,000	\$36,704	\$36,704
5213	NATURAL GAS /OIL	\$13,629	\$14,614	\$20,000	\$20,000	\$20,000
5220	TELEPHONE	\$12,323	\$12,849	\$12,500	\$14,500	\$14,500
5271	CREDIT CARD FEES	\$60	\$20	\$65	\$0	\$0
5281	REPAIRS/BUILDING	\$743	\$2,527	\$2,500	\$3,000	\$3,000
5285	REP/OTHER EQUIP	\$30,078	\$32,989	\$40,000	\$40,000	\$37,000
5287	REPAIRS/RADIO EQUIP	\$8,177	\$15,633	\$20,000	\$20,000	\$15,000
5294	CLOTHING ALLOWANCE	\$82,211	\$82,470	\$99,000	\$110,000	\$100,000
5295	OTHR SVCS	\$2,430	\$0	\$0	\$0	\$0
529501	PROTECTIVE CLOTHING	\$52,230	\$55,345	\$93,500	\$97,500	\$82,500
529502	TRAINING	\$25,476	\$31,162	\$30,000	\$32,000	\$30,000
529503	AMBULANCE BILLING FEES	\$48,045	\$62,858	\$65,500	\$70,000	\$70,000
5296	MEDICAL EXPENSES	\$287,914	\$114,276	\$50,000	\$50,000	\$7,000
5310	OFFICE SUPPLIES	\$6,072	\$6,184	\$6,500	\$6,500	\$5,500
5330	SUPPLIES/BUILDING	\$10,195	\$11,867	\$13,000	\$13,000	\$13,000
5350	SUPPLIES/EQUIPMENT	\$46,898	\$40,713	\$55,000	\$60,000	\$60,000
5355	AUTOMOTIVE FUEL	\$80,765	\$90,393	\$115,000	\$125,000	\$125,000
5360	REP/PARTS/EQUIP	\$4,102	\$272	\$4,500	\$4,500	\$2,500
5393	SUPPLIES FIREFIGHTING	\$45,427	\$44,314	\$51,500	\$51,500	\$41,500
5430	OTHER EQUIPMENT	\$5,223	\$6,855	\$7,000	\$7,000	\$7,000
5504	TECHNOLOGY	\$10,954	\$1,776	\$6,000	\$6,000	\$3,000
5720	TRAVEL/OUT	\$1,707	\$2,616	\$6,000	\$6,000	\$3,000
5730	DUES/SUBSCRIPTIONS	\$15,623	\$15,533	\$16,900	\$17,300	\$15,300
5980	TOWN SHARE OF GRANT	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$820,757</b>	<b>\$674,628</b>	<b>\$749,465</b>	<b>\$790,504</b>	<b>\$691,504</b>
012201	FIRE RESCUE SALARIES					
5811	FROM SALE OF SERVICE	\$ (1,397,147)	\$ (1,748,182)	\$ (1,750,000)	\$ (1,750,000)	\$ (1,750,000)
	<b>SUBTOTAL</b>	<b>\$ (1,397,147)</b>	<b>\$ (1,748,182)</b>	<b>\$ (1,750,000)</b>	<b>\$ (1,750,000)</b>	<b>\$ (1,750,000)</b>
	<b>TOTAL FIRE RESCUE DEPARTMENT</b>	<b>\$8,219,452</b>	<b>\$7,847,024</b>	<b>\$8,254,906</b>	<b>\$8,684,790</b>	<b>\$8,585,790</b>

# FIRE RESCUE

## Fire Rescue Performance Statistics

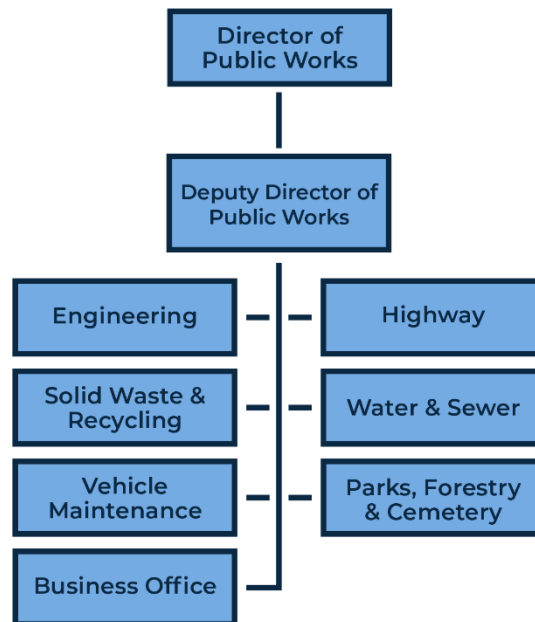


# DEPARTMENT OF PUBLIC WORKS



## 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

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**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.

**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 among other recycling events. More detailed information is available in the "Recycling and Trash Guide for Residents". More in depth information along with an interactive app can be found at <https://andoverma.gov/304/Recycling-Solid-Waste>.

**The Water Distribution Division** ensures the integrity of the water supplies and is also responsible for the 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

# DEPARTMENT OF PUBLIC WORKS

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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, 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.

## FY2025 Objectives

### *Administration/Business Office*

- Continue updating the long- and short-range plans for the department.
- Maintain and improve relationships with the Community.
- Ensure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- Continue to implement the 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.

### *Engineering*

- To provide survey, design, and construction inspection for water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to ensure 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.

### *Highway*

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

# DEPARTMENT OF PUBLIC WORKS

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- 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*

- 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 and repairing the system with work in 2024.
- Finalize design for Shawsheen Sewer Pump Station Upgrade.
- Complete replacement of pumps at Morningside Sewer Pumping Station.

## *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*

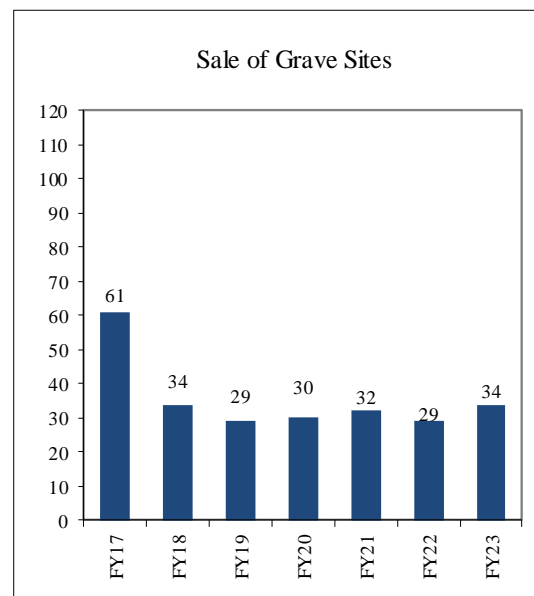
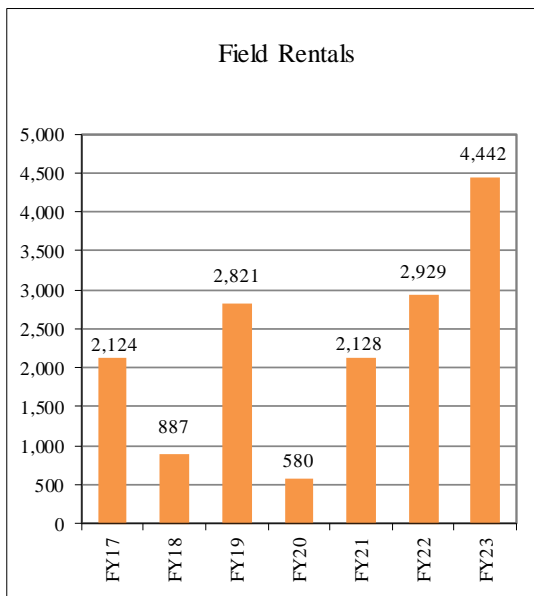
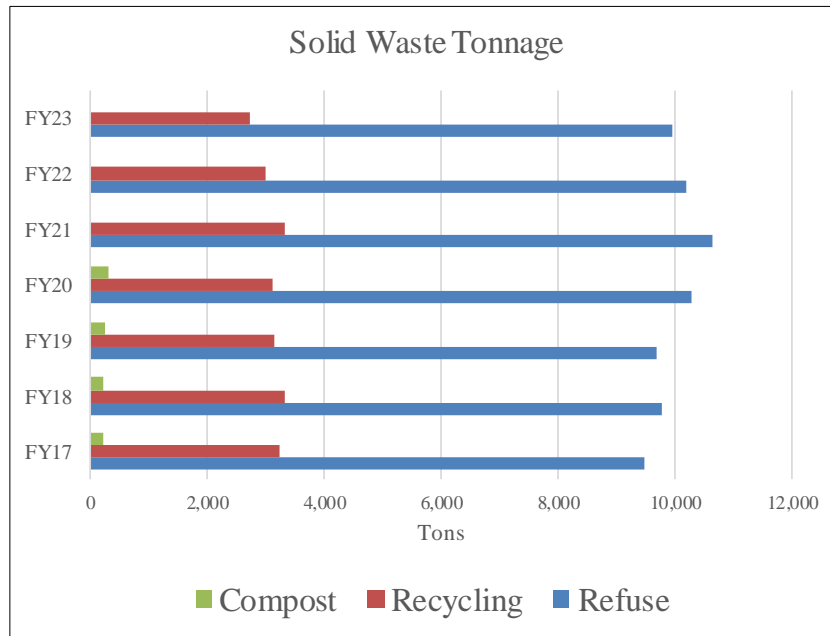
- Provide support to CIP vehicle purchases for all departments.
- Provide support to Highway snow removal operations.
- Continue to maintain over 250 vehicles/pieces of Town owned equipment.

## *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 semi-annual 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. This work 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.
- Commission new generator at WTP.
- Continue water service inventory, inspection, along with the lead service line replacement program.
- Continue construction of WTP SCADA system upgrade.
- Finalize design for Fish Brook Station Upgrade.
- Continue localized rehabilitation of chemical storage and dosing systems at the WTP.

# DEPARTMENT OF PUBLIC WORKS

## Public Works Performance Statistics



# DEPARTMENT OF PUBLIC WORKS

	<u>FTE</u> <u>FY2022</u>	<u>FTE</u> <u>FY2023</u>	<u>FTE</u> <u>FY2024</u>	<u>REQ</u> <u>FY2024</u>	<u>TMREC</u> <u>FY2025</u>	<u>TMREC</u> <u>FY2025</u>
<b>PUBLIC WORKS</b>						
<u>DPW ADMINISTRATION</u>						
Director of Public Works	1.0	1.0	1.0	1.0	1.0	167,161
Administrative Secretary	1.0	1.0	1.0	1.0	0.0	
Business Coordinator	0.0	0.0	0.0	0.0	1.0	90,798
Unclassified						12,537
	2.0	2.0	2.0	2.0	2.0	270,496
<u>DPW/FACILITIES BUSINESS OFFICE</u>						
Business Manager	1.0	1.0	1.0	0.0	0.0	
Facilities Coordinator	0.5	0.5	0.5	0.4	0.4	27,274
Office Assistant II	1.6	1.6	1.6	1.6	1.6	105,941
	3.1	3.1	3.1	2.0	2.0	133,215
<u>ENGINEERING</u>						
Town Engineer	1.0	1.0	1.0	1.0	1.0	127,333
Asst. Town Engineer*	1.0	1.0	1.0	1.0	0.5	54,057
Construction Inspector (Senior Civil Engineer)	1.0	1.0	1.0	1.0	1.0	103,191
	3.0	3.0	3.0	3.0	2.5	284,581
* - FY25: 0.5 Salary Allocated to Water						
<u>HIGHWAY</u>						
Assistant Director/Superintendent	1.0	1.0	1.0	1.0	1.0	134,193
General Foreman	1.0	1.0	1.0	1.0	1.0	114,773
Working Foreman	1.0	1.0	1.0	1.0	1.0	88,057
Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	66,184
Equipment Operator II	7.0	7.0	7.0	7.0	7.0	400,448
Public Grounds Laborer	0.5	0.5	0.5	0.5	0.5	31,374
Equipment Operator I	4.0	4.0	4.0	4.0	4.0	309,067
	15.5	15.5	15.5	15.5	15.5	1,144,096
<u>FORESTRY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	88,482
Tree Climber	3.0	3.0	3.0	3.0	3.0	204,209
	4.0	4.0	4.0	4.0	4.0	292,691
<u>SPRING GROVE CEMETERY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	82,041
Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	63,093
Laborer II	1.0	1.0	1.0	1.0	1.0	58,869
	3.0	3.0	3.0	3.0	3.0	204,003
<u>PARKS &amp; GROUNDS</u>						
Superintendent	1.0	1.0	1.0	1.0	1.0	123,360
Working Foreman	1.0	1.0	1.0	1.0	1.0	88,057
Equipment Operator II	1.0	1.0	1.0	1.0	1.0	66,687
Public Grounds Laborer	0.5	0.5	0.5	0.5	0.5	31,374
Laborer II	4.0	4.0	4.0	4.0	4.0	250,726
	7.5	7.5	7.5	7.5	7.5	560,204
<u>VEHICLE MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	87,631
Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	79,897
Mechanic	2.0	2.0	2.0	2.0	2.0	146,090
	4.0	4.0	4.0	4.0	4.0	313,618
GEN. FUND TOTAL	42.1	42.1	42.1	41.0	40.5	3,202,903

# DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS		FY2022	FY2023	FY2024	FY2024	FY2025	FY2025
		ACTUAL	ACTUAL	DEPT REQ	BUDGET	DEPT REQ	TM REC
<b>DPW ADMINISTRATION</b>							
	PERSONAL SERVICES	254,400	263,517	239,475	238,475	270,496	270,496
	OTHER EXPENSES	18,005	7,933	16,150	11,650	12,150	10,150
	<b>TOTAL DPW ADMINISTRATION</b>	<b>272,405</b>	<b>271,450</b>	<b>255,625</b>	<b>250,125</b>	<b>282,646</b>	<b>280,646</b>
<b>DPW/FACILITIES BUSINESS OFFICE</b>							
	PERSONAL SERVICES	269,745	267,768	285,258	271,953	153,216	143,216
	OTHER EXPENSES	27,265	19,024	35,000	33,000	34,000	29,000
	<b>TOTAL DPW/FACILITIES BUSINESS OFFICE</b>	<b>297,010</b>	<b>286,792</b>	<b>320,258</b>	<b>304,953</b>	<b>187,216</b>	<b>172,216</b>
<b>DPW ENGINEERING</b>							
	PERSONAL SERVICES	327,291	349,695	346,377	340,377	339,636	285,579
	OTHER EXPENSES	94,032	12,802	154,700	134,700	135,700	120,700
	<b>TOTAL ENGINEERING</b>	<b>421,323</b>	<b>362,497</b>	<b>501,077</b>	<b>475,077</b>	<b>475,336</b>	<b>406,279</b>
<b>DPW HIGHWAY</b>							
	PERSONAL SERVICES	1,178,519	1,164,960	1,290,331	1,267,661	1,321,345	1,308,345
	OTHER EXPENSES	473,461	379,879	668,500	608,500	636,750	576,881
	<b>TOTAL HIGHWAY</b>	<b>1,651,980</b>	<b>1,544,838</b>	<b>1,958,831</b>	<b>1,876,161</b>	<b>1,958,095</b>	<b>1,885,226</b>
<b>DPW SNOW &amp; ICE</b>							
	PERSONAL SERVICES	425,800	357,069	198,000	198,000	198,000	198,000
	OTHER EXPENSES	1,410,630	1,688,844	1,049,000	1,049,000	1,049,000	1,049,000
	<b>TOTAL SNOW &amp; ICE</b>	<b>1,836,430</b>	<b>2,045,913</b>	<b>1,247,000</b>	<b>1,247,000</b>	<b>1,247,000</b>	<b>1,247,000</b>
<b>DPW FORESTRY</b>							
	PERSONAL SERVICES	323,681	283,304	363,997	337,497	353,691	348,739
	OTHER EXPENSES	107,397	82,229	127,410	122,410	128,050	118,050
	<b>TOTAL FORESTRY</b>	<b>431,078</b>	<b>365,533</b>	<b>491,407</b>	<b>459,907</b>	<b>481,741</b>	<b>466,789</b>
<b>DPW SPRING GROVE CEMETERY</b>							
	PERSONAL SERVICES	242,260	209,231	244,285	240,435	239,503	224,503
	OTHER EXPENSES	75,567	30,316	62,695	50,695	54,420	54,420
	FROM SALE OF SERVICE	(77,256)	(67,904)	(60,000)	(60,000)	(60,000)	(60,000)
	<b>TOTAL SPRING GROVE CEMETERY</b>	<b>240,571</b>	<b>171,643</b>	<b>246,980</b>	<b>231,130</b>	<b>233,923</b>	<b>218,923</b>
<b>DPW PARKS &amp; GROUNDS</b>							
	PERSONAL SERVICES	608,792	629,461	675,361	673,861	691,674	674,674
	OTHER EXPENSES	170,547	157,821	189,900	154,400	176,252	159,252
	<b>TOTAL PARKS &amp; GROUNDS</b>	<b>779,339</b>	<b>787,282</b>	<b>865,261</b>	<b>828,261</b>	<b>867,926</b>	<b>833,926</b>
<b>DPW VEHICLE MAINTENANCE</b>							
	PERSONAL SERVICES	341,814	353,435	375,465	352,965	365,118	355,618
	OTHER EXPENSES	412,980	508,075	466,426	466,426	472,926	472,426
	<b>TOTAL VEHICLE MAINTENANCE</b>	<b>754,794</b>	<b>861,510</b>	<b>841,891</b>	<b>819,391</b>	<b>838,044</b>	<b>828,044</b>
<b>TOTAL DPW</b>							
	<b>SALARIES</b>	<b>3,972,302</b>	<b>3,878,441</b>	<b>4,018,549</b>	<b>3,921,224</b>	<b>3,932,679</b>	<b>3,809,170</b>
	<b>EXPENSES</b>	<b>2,789,884</b>	<b>2,886,922</b>	<b>2,769,781</b>	<b>2,630,781</b>	<b>2,699,248</b>	<b>2,589,879</b>
		<b>6,762,186</b>	<b>6,765,362</b>	<b>6,788,330</b>	<b>6,552,005</b>	<b>6,631,927</b>	<b>6,399,049</b>
	FROM SALE OF SERVICE	(77,256)	(67,904)	(60,000)	(60,000)	(60,000)	(60,000)
	<b>TOTAL DPW</b>	<b>6,684,930</b>	<b>6,697,458</b>	<b>6,728,330</b>	<b>6,492,005</b>	<b>6,571,927</b>	<b>6,339,049</b>

# DEPARTMENT OF PUBLIC WORKS

DPW ADMINISTRATION		FY2022	FY2023	FY2024	FY2025	FY2025
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014211	DPW ADMINISTRATION SALARIES					
5110	REG WAGES	\$245,512	\$252,293	\$235,975	\$270,496	\$270,496
5120	OVERTIME	\$8,888	\$11,225	\$2,500	\$0	\$0
5130	PART-TIME	\$0	\$0	\$0	\$0	\$0
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$254,400</b>	<b>\$263,517</b>	<b>\$238,475</b>	<b>\$270,496</b>	<b>\$270,496</b>
014212	DPW ADMINISTRATION EXPENSES					
5294	CLOTHING ALLOWANCE	\$0	\$0	\$150	\$150	\$150
5255	SOFTWARE SUPPORT	\$1,110	\$1,484	\$1,000	\$1,000	\$1,000
5295	OTHR SVCS	\$8,350	\$1,090	\$500	\$1,000	\$1,000
5406	UNIFORMS	\$7,480	\$4,076	\$3,000	\$3,000	\$3,000
5715	PROFESSIONAL DEVELOPMENT	\$837	\$964	\$1,000	\$1,000	\$1,000
5710	TRAVEL	\$228	\$319	\$3,500	\$3,500	\$1,500
5720	TRAVEL OUT OF STATE	\$0	\$0	\$2,500	\$2,500	\$2,500
	<b>SUBTOTAL</b>	<b>\$18,005</b>	<b>\$7,933</b>	<b>\$11,650</b>	<b>\$12,150</b>	<b>\$10,150</b>
	<b>TOTAL DPW ADMINISTRATION</b>	<b>\$272,405</b>	<b>\$271,450</b>	<b>\$250,125</b>	<b>\$282,646</b>	<b>\$280,646</b>

DPW/FACILITIES BUSINESS OFFICE		FY2022	FY2023	FY2024	FY2025	FY2025
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014201	DPW/FACILITIES BUSINESS OFFICE SALARIES					
5110	REG WAGES	\$116,400	\$117,576	\$120,614	\$0	\$0
5120	OVERTIME	\$0	\$252	\$2,000	\$0	\$0
5130	PART-TIME	\$140,105	\$144,757	\$129,339	\$133,216	\$133,216
5140	SEASONAL	\$13,240	\$5,183	\$20,000	\$20,000	\$10,000
5152	SPECIAL EVENT OVERTIME	\$0	\$0	\$0	\$0	\$0
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$269,745</b>	<b>\$267,768</b>	<b>\$271,953</b>	<b>\$153,216</b>	<b>\$143,216</b>
014202	DPW/FACILITIES BUSINESS OFFICE EXPENSES					
5255	SOFTWARE SUPPORT	\$17,781	\$12,213	\$25,000	\$25,000	\$20,000
5294	CLOTHING ALLOWANCE	\$0	\$0	\$0	\$0	\$0
5295	OTHR SVCS	\$4,911	\$1,513	\$2,000	\$3,000	\$3,000
5310	OFFICE SUPPLIES	\$3,058	\$3,411	\$4,000	\$4,000	\$4,000
5710	TRAVEL	\$188	\$192	\$0	\$0	\$0
5715	PROFESSIONAL DEVELOPMENT	\$1,327	\$1,696	\$2,000	\$2,000	\$2,000
	<b>SUBTOTAL</b>	<b>\$27,265</b>	<b>\$19,024</b>	<b>\$33,000</b>	<b>\$34,000</b>	<b>\$29,000</b>
	<b>TOTAL DPW/FACILITIES BUSINESS OFF</b>	<b>\$297,010</b>	<b>\$286,792</b>	<b>\$304,953</b>	<b>\$187,216</b>	<b>\$172,216</b>

# DEPARTMENT OF PUBLIC WORKS

DPW ENGINEERING PUBLIC WORKS		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
014101	ENGINEERING SALARIES					
5110	REG WAGES	\$314,076	\$335,145	\$330,377	\$338,636	\$284,579
5140	SEASONAL	\$13,215	\$14,550	\$10,000	\$1,000	\$1,000
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$327,291</b>	<b>\$349,695</b>	<b>\$340,377</b>	<b>\$339,636</b>	<b>\$285,579</b>
014102	ENGINEERING EXPENSES					
5268	PROF SERVICES	\$1,000	\$0	\$0	\$0	\$0
5282	REP-OFFICE EQUIP	\$314	\$0	\$2,750	\$2,750	\$2,750
5294	CLOTHING ALLOWANCE	\$450	\$285	\$750	\$750	\$750
5295	OTHR SVCS	\$7,200	\$801	\$2,500	\$3,500	\$3,500
5298	STORM WATER MGMT	\$80,540	\$1,900	\$110,000	\$110,000	\$95,000
5310	OFFICE SUP	\$670	\$1,452	\$2,000	\$2,000	\$2,000
5330	OPERATING SUPPLIES		\$1,119	\$0	\$0	\$0
5380	MIN APPARATUS/TOOLS	\$108	\$2,105	\$2,000	\$2,000	\$2,000
5395	OTH COMM	\$1,463	\$70	\$10,000	\$4,500	\$4,500
5504	TECHNOLOGY	\$1,731	\$2,444	\$0	\$5,500	\$5,500
5710	TRAVEL	\$0	\$0	\$300	\$300	\$300
5715	PROF DEV	\$356	\$2,325	\$4,000	\$4,000	\$4,000
5730	DUES/SUBSCRIPTIONS	\$200	\$300	\$400	\$400	\$400
	<b>SUBTOTAL</b>	<b>\$94,032</b>	<b>\$12,802</b>	<b>\$134,700</b>	<b>\$135,700</b>	<b>\$120,700</b>
	<b>TOTAL ENGINEERING</b>	<b>\$421,323</b>	<b>\$362,497</b>	<b>\$475,077</b>	<b>\$475,336</b>	<b>\$406,279</b>

DPW HIGHWAY PUBLIC WORKS		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
014221	HIGHWAY SALARIES					
5110	REG WAGES	\$1,021,737	\$992,680	\$1,115,711	\$1,147,595	\$1,147,595
5120	OVERTIME	\$112,237	\$121,877	\$131,250	\$131,250	\$131,250
5130	PART TIME	\$0	\$7	\$0	\$0	\$0
5140	SEASONAL	\$5,758	\$0	\$0	\$7,500	\$7,500
5152	SPECIAL EVENT OVERTIME	\$38,787	\$40,129	\$20,700	\$35,000	\$22,000
5188	RETRO WAGES	\$0	\$10,266	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$1,178,519</b>	<b>\$1,164,960</b>	<b>\$1,267,661</b>	<b>\$1,321,345</b>	<b>\$1,308,345</b>
014222	HIGHWAY DEPT EXPENSES					
5220	TELEPHONE	\$6,717	\$9,311	\$10,000	\$10,000	\$10,000
5268	PROF SERVICES	\$57,200	\$0	\$20,000	\$20,000	\$20,000
5291	EQUIPMENT RENTAL	\$0	\$0	\$7,500	\$7,500	\$0
5294	CLOTHING ALLOWANCE	\$5,781	\$6,374	\$7,000	\$7,000	\$7,000
5295	OTHR SVCS	\$174,765	\$119,994	\$191,000	\$200,000	\$185,000
5310	OFFICE SUP	\$996	\$615	\$1,000	\$1,000	\$1,000
5330	SUPPLIES/BUILDING	\$19,563	\$27,609	\$20,000	\$25,000	\$25,000
5350	OPERATING SUPPLIES/EQUIP	\$0	\$0	\$0	\$0	\$0
5355	AUTOMOTIVE FUEL	\$93,113	\$103,213	\$125,000	\$125,000	\$115,131
5360	REP/PARTS/EQUIP	\$0	\$1,304	\$10,000	\$10,000	\$10,000
5370	SUPPLIES CONSTRUCTION	\$86,824	\$84,329	\$175,000	\$175,000	\$175,000
5395	OTHER COMMODITIES	\$883	\$0	\$2,500	\$2,500	\$0
5410	MACHINERY/EQUIP	\$0	\$3,172	\$18,500	\$18,500	\$18,500
5504	TECHNOLOGY	\$2,031	\$0	\$0	\$0	\$0
5710	TRAVEL	\$205	\$235	\$0	\$250	\$250
5715	PROFESSIONAL DEVELOPMENT	\$1,060	\$3,875	\$6,500	\$6,500	\$6,500
5716	LICENSES & CONTINUING ED	\$1,413	\$1,388	\$2,500	\$2,500	\$2,500
5730	DUES/SUBSCRIPTIONS	\$2,277	\$1,688	\$1,000	\$1,000	\$1,000
5490	STORM RECOVERY	\$15,774	\$4,864	\$11,000	\$25,000	\$0
5733	MUNICIPAL SERVICES FACILITY	\$4,859	\$11,908	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$473,461</b>	<b>\$379,879</b>	<b>\$608,500</b>	<b>\$636,750</b>	<b>\$576,881</b>
	<b>TOTAL HIGHWAY</b>	<b>\$1,651,980</b>	<b>\$1,544,838</b>	<b>\$1,876,161</b>	<b>\$1,958,095</b>	<b>\$1,885,226</b>

# DEPARTMENT OF PUBLIC WORKS

DPW SNOW & ICE PUBLIC WORKS		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
014231	SNOW & ICE SALARIES					
5120	SNOW OT	\$425,800	\$354,630	\$198,000	\$198,000	\$198,000
5188	RETRO	\$0	\$2,440	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$425,800</b>	<b>\$357,069</b>	<b>\$198,000</b>	<b>\$198,000</b>	<b>\$198,000</b>
014232	SNOW & ICE EXPENSES					
5374	SNOW & ICE MAINT	\$901,515	\$1,166,175	\$835,000	\$835,000	\$835,000
5375	ROAD SALT	\$509,115	\$522,669	\$212,000	\$212,000	\$212,000
5376	SAND	\$0	\$0	\$2,000	\$2,000	\$2,000
	<b>SUBTOTAL</b>	<b>\$1,410,630</b>	<b>\$1,688,844</b>	<b>\$1,049,000</b>	<b>\$1,049,000</b>	<b>\$1,049,000</b>
	<b>TOTAL SNOW &amp; ICE</b>	<b>\$1,836,430</b>	<b>\$2,045,913</b>	<b>\$1,247,000</b>	<b>\$1,247,000</b>	<b>\$1,247,000</b>

DPW FORESTRY PUBLIC WORKS		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
014251	FORESTRY SALARIES					
5110	REG WAGES	\$248,444	\$225,995	\$281,497	\$292,691	\$292,691
5120	OVERTIME	\$58,227	\$54,092	\$50,000	\$55,000	\$50,048
5140	SEASONAL - BALD HILL	\$17,010	\$0	\$6,000	\$6,000	\$6,000
5152	SPECIAL EVENT OVERTIME	\$0	\$0	\$0	\$0	\$0
5188	RETRO WAGES	\$0	\$3,217	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$323,681</b>	<b>\$283,304</b>	<b>\$337,497</b>	<b>\$353,691</b>	<b>\$348,739</b>
014252	FORESTRY EXPENSES					
5220	TELEPHONE	\$1,564	\$2,322	\$2,060	\$2,060	\$2,060
5250	ADVERTISING	\$0	\$0	\$515	\$515	\$515
5285	REP/OTHER EQUIP	\$421	\$0	\$1,030	\$1,030	\$1,030
5294	CLOTHING ALLOWANCE	\$1,839	\$1,144	\$2,000	\$2,000	\$2,000
5295	OTHR SVCS	\$50,952	\$33,179	\$50,000	\$50,000	\$45,000
5297	BALD HILL	\$9,600	\$0	\$20,600	\$20,600	\$20,600
5330	OPER SUPPLIES	\$8,495	\$3,402	\$4,120	\$4,120	\$4,120
5355	AUTOMOTIVE FUEL	\$17,667	\$20,682	\$23,000	\$25,000	\$25,000
5360	REP/PARTS/EQUIP	\$4,923	\$2,569	\$2,060	\$5,000	\$5,000
5410	MACHINERY/EQUIP	\$1,666	\$300	\$2,060	\$2,060	\$2,060
5490	STORM CLEAN-UP	\$0	\$467	\$0	\$0	\$0
5710	TRAVEL	\$0	\$0	\$150	\$150	\$150
5715	PROFESSIONAL DEV	\$0	\$515	\$2,500	\$2,500	\$2,500
5716	LICENSES & CONTINUING ED	\$2,030	\$1,358	\$1,500	\$1,500	\$1,500
5730	DUES/SUBSCRIPTIONS	\$210	\$210	\$515	\$515	\$515
5780	STREET/TREE REPLANTING	\$8,030	\$16,081	\$10,300	\$11,000	\$6,000
	<b>SUBTOTAL</b>	<b>\$107,397</b>	<b>\$82,229</b>	<b>\$122,410</b>	<b>\$128,050</b>	<b>\$118,050</b>
	<b>TOTAL FORESTRY</b>	<b>\$431,078</b>	<b>\$365,533</b>	<b>\$459,907</b>	<b>\$481,741</b>	<b>\$466,789</b>

# DEPARTMENT OF PUBLIC WORKS

DPW PARKS & GROUNDS PUBLIC WORKS		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
014261	PARKS & GROUNDS SALARIES					
5110	REG WAGES	\$515,416	\$511,289	\$542,861	\$560,674	\$560,674
5120	OVERTIME	\$72,104	\$70,783	\$75,000	\$75,000	\$73,000
5140	SEASONAL	\$11,934	\$30,798	\$40,000	\$40,000	\$35,000
5152	SPECIAL EVENT OVERTIME	\$9,338	\$11,200	\$16,000	\$16,000	\$6,000
5188	RETRO WAGES	\$0	\$5,391	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$608,792</b>	<b>\$629,461</b>	<b>\$673,861</b>	<b>\$691,674</b>	<b>\$674,674</b>
014262	PARKS & GROUNDS EXPENSES					
5211	ELECTRICITY	\$217	\$164	\$0	\$600	\$600
5230	FIELDS REVOLVING SUPPORT	\$0	\$0	\$0	\$0	\$0
5285	REP/OTHER EQUIP	\$1,107	\$0	\$3,000	\$3,000	\$3,000
5294	CLOTHING ALLOWANCE	\$2,092	\$3,462	\$3,500	\$3,500	\$3,500
5295	OTHR SVCS	\$66,837	\$52,187	\$21,850	\$21,850	\$21,850
5330	OPERATING SUPPLIES	\$19,000	\$11,558	\$26,450	\$26,450	\$26,450
5331	PLAYGROUND SUPPLIES	\$165	\$0	\$5,000	\$5,000	\$5,000
5508	DOWNTOWN MAINTENANCE	\$10,730	\$16,014	\$15,000	\$15,000	\$13,000
5355	AUTOMOTIVE FUEL	\$23,055	\$21,825	\$22,000	\$25,000	\$25,000
5360	REP/PARTS/EQUIP	\$19,542	\$24,397	\$18,400	\$18,952	\$18,952
5410	MACHINERY/EQUIP	\$3,301	\$541	\$20,000	\$20,000	\$20,000
5490	EVENTS	\$23,669	\$27,300	\$17,500	\$35,000	\$20,000
5710	TRAVEL	\$0	\$0	\$100	\$100	\$100
5715	PROFESSIONAL DEV	\$0	\$0	\$1,000	\$1,000	\$1,000
5716	LICENSES & CONTINUING ED	\$832	\$372	\$200	\$400	\$400
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$400	\$400	\$400
5781	GATEWAY PROGRAM	\$0	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$170,547</b>	<b>\$157,821</b>	<b>\$154,400</b>	<b>\$176,252</b>	<b>\$159,252</b>
	<b>TOTAL PARKS &amp; GROUNDS</b>	<b>\$779,339</b>	<b>\$787,282</b>	<b>\$828,261</b>	<b>\$867,926</b>	<b>\$833,926</b>

DPW SPRING GROVE CEMETERY PUBLIC WORKS		FY2022 ACTUAL	FY2023 ACTUAL	FY2024 BUDGET	FY2025 DEPT REQ	FY2025 TOWN MGR
014271	SPRING GROVE CEMETERY SALARIES					
5110	REG WAGES	\$202,369	\$156,991	\$208,785	\$204,003	\$204,003
5120	OVERTIME	\$35,985	\$26,747	\$26,150	\$30,000	\$20,000
5140	SEASONAL WAGES	\$3,906	\$23,322	\$5,500	\$5,500	\$500
5188	RETRO WAGES	\$0	\$2,171	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$242,260</b>	<b>\$209,231</b>	<b>\$240,435</b>	<b>\$239,503</b>	<b>\$224,503</b>
014272	SPRING GROVE CEMETERY EXPENSES					
5211	ELECTRICITY	\$2,383	\$3,696	\$2,600	\$4,620	\$4,620
5220	TELEPHONE	\$267	\$566	\$0	\$1,000	\$1,000
5285	REP/OTHER EQUIP	\$0	\$459	\$0	\$0	\$0
5294	CLOTHING ALLOWANCE	\$1,388	\$1,692	\$1,500	\$1,800	\$1,800
5295	OTHR SVCS	\$11,375	\$3,936	\$10,300	\$10,300	\$10,300
5330	OPERATING SUPPLIES	\$1,005	\$5,537	\$5,150	\$5,600	\$5,600
5335	FUEL OIL	\$8,849	\$6,556	\$8,240	\$8,195	\$8,195
5355	AUTOMOTIVE FUEL	\$9,992	\$7,663	\$10,000	\$10,000	\$10,000
5360	REP/PARTS/EQUIP	\$0	\$0	\$2,060	\$2,060	\$2,060
5410	MACHINERY/EQUIP	\$39,999	\$0	\$10,000	\$10,000	\$10,000
5700	UNCLASSIFIED	\$0	\$0	\$0	\$0	\$0
5710	TRAVEL	\$0	\$0	\$100	\$100	\$100
5715	PROFESSIONAL DEV	\$119	\$0	\$500	\$500	\$500
5730	DUES/SUBSCRIPTIONS	\$190	\$210	\$245	\$245	\$245
	<b>SUBTOTAL</b>	<b>\$75,567</b>	<b>\$30,316</b>	<b>\$50,695</b>	<b>\$54,420</b>	<b>\$54,420</b>
014272	SPRING GROVE CEMETERY EXPENSES					
5811	FROM SALE OF SERVICE	\$ (77,256)	\$ (67,904)	\$ (60,000)	\$ (60,000)	\$ (60,000)
	<b>SUBTOTAL</b>	<b>\$ (77,256)</b>	<b>\$ (67,904)</b>	<b>\$ (60,000)</b>	<b>\$ (60,000)</b>	<b>\$ (60,000)</b>
	<b>TOTAL SPRING GROVE CEMETERY</b>	<b>\$240,571</b>	<b>\$171,643</b>	<b>\$231,130</b>	<b>\$233,923</b>	<b>\$218,923</b>

# DEPARTMENT OF PUBLIC WORKS

DPW VEHICLE MAINTENANCE		FY2022	FY2023	FY2024	FY2025	FY2025
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014281	VEHICLE MAINT SALARIES					
5110	REG WAGES	\$286,333	\$298,337	\$310,965	\$313,618	\$313,618
5120	OVERTIME	\$55,481	\$51,326	\$42,000	\$42,000	\$42,000
5140	SEASONAL	\$0	\$0	\$0	\$9,500	\$0
5188	RETRO WAGES	\$0	\$3,772	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$341,814</b>	<b>\$353,435</b>	<b>\$352,965</b>	<b>\$365,118</b>	<b>\$355,618</b>
014282	VEHICLE MAINT EXPENSES					
5220	TELEPHONE	\$0	\$0	\$0	\$0	\$0
5283	REP-VHCLS	\$6,187	\$23,471	\$15,000	\$15,000	\$15,000
5285	REPAIRS/OTHER EQUIP	\$1,395	\$2,952	\$15,000	\$15,000	\$15,000
5293	UNIFORM RENTAL	\$3,844	\$3,904	\$0	\$4,500	\$4,500
5294	CLOTHING ALLOWANCE	\$1,899	\$1,600	\$2,500	\$2,500	\$2,500
5295	OTHR SVCS	\$19,198	\$9,087	\$10,000	\$10,000	\$10,000
5330	OPERATING SUPPLIES	\$2,791	\$2,765	\$4,000	\$4,000	\$4,000
5354	INVENTORY AUTO FUEL		-\$6,122	\$0	\$0	\$0
5355	AUTO FUEL	\$13,952	\$4,450	\$10,000	\$10,000	\$10,000
5360	REPAIR/PARTS/EQUIP	\$73,731	\$88,680	\$65,800	\$65,800	\$65,800
5361	OPER SUPPLIES/POLICE	\$36,176	\$49,746	\$46,350	\$46,350	\$46,350
5362	OPER SUPPLIES/FIRE	\$136,528	\$146,307	\$139,050	\$139,050	\$139,050
5363	DPW VEHICLES	\$106,303	\$161,407	\$138,226	\$138,226	\$138,226
5380	MIN APPARATUS/TOOLS	\$9,245	\$11,331	\$8,000	\$10,000	\$10,000
5430	OTH EQUIP	\$1,687	\$8,288	\$7,500	\$7,500	\$7,500
5710	TRAVEL	\$44	\$13	\$500	\$500	\$0
5715	PROFESSIONAL DEV	\$0	\$0	\$2,000	\$2,000	\$2,000
5716	LICENSES & CONTINUING ED	\$0	\$198	\$2,000	\$2,000	\$2,000
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$500	\$500
	<b>SUBTOTAL</b>	<b>\$412,980</b>	<b>\$508,075</b>	<b>\$466,426</b>	<b>\$472,926</b>	<b>\$472,426</b>
	<b>TOTAL VEHICLE MAINTENANCE</b>	<b>\$754,794</b>	<b>\$861,510</b>	<b>\$819,391</b>	<b>\$838,044</b>	<b>\$828,044</b>

# DEPARTMENT OF PUBLIC WORKS – WATER AND SEWER

<b>Position Classification</b>	<b>FTE FY2022</b>	<b>FTE FY2023</b>	<b>REQ FY2024</b>	<b>TMREC FY2024</b>	<b>TMREC FY2025</b>	<b>TMREC FY2025</b>
<b>SEWER</b>						
Projects Engineer	1.0	1.0	1.0	1.0	1.0	100,145
GIS Coordinator *						22,543
Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	65,183
Working Foreman	1.0	1.0	1.0	1.0	1.0	88,482
Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	71,475
<b>SEWER TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>347,828</b>

<b>Position Classification</b>	<b>FTE FY2022</b>	<b>FTE FY2023</b>	<b>REQ FY2024</b>	<b>TMREC FY2024</b>	<b>TMREC FY2025</b>	<b>TMREC FY2025</b>
<b>WATER</b>						
Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	125,796
Water Dist & Waste Collection Supervisor	1.0	1.0	1.0	1.0	1.0	125,428
General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	114,773
GIS Coordinator *						22,543
Lab Dir/Environmental Compliance Coord	1.0	1.0	1.0	1.0	1.0	111,891
Chemist	1.0	1.0	1.0	1.0	1.0	102,148
Civil Engineer	1.0					
Staff Engineer		1.0	1.0	1.0	1.0	90,130
W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	70,364
Office Assistant III**	2.0	2.0	2.0	2.0	1.0	70,364
WTF Operator	7.0	5.0	5.0	5.0	5.0	396,726
WTF Station OIT		2.0	2.0	2.0	2.0	137,452
Licensed Maintenance/Grd Eq Op II	3.0	2.0	2.0	2.0	2.0	141,575
Maintenance Specialist	1.0	2.0	2.0	2.0	2.0	132,032
Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	68,368
Water Meter Reader	1.0	1.0	1.0	1.0	1.0	65,918
Custodian	1.0	1.0	1.0	1.0	1.0	61,007
<b>WATER TOTAL</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>22.0</b>	<b>1,836,515</b>
* - Salary allocated .2 to Sewer, .2 Water, .6 General Fund (IT)						
** - FY25: Transferred to Solid Waste						

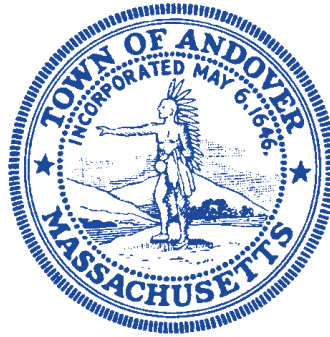
# DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

WATER ENTERPRISE FUND		FY2022	FY2023	FY2024	FY2025	FY2025
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
71001	WATER ENTERPRISE FUND SALARIES					
5110	REGULAR WAGES	\$1,662,236	\$1,800,270	\$1,855,884	\$1,910,528	\$1,839,562
5120	OVERTIME	\$529,311	\$507,909	\$539,438	\$525,000	\$500,000
5130	PART-TIME	\$0	\$70	\$0	\$0	\$0
5140	SEASONAL	\$27,723	\$12,216	\$0	\$45,000	\$0
5188	RETRO WAGES	\$0	\$16,410	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$2,219,270</b>	<b>\$2,336,876</b>	<b>\$2,395,322</b>	<b>\$2,480,528</b>	<b>\$2,339,562</b>
71002	WATER ENTERPRISE FUND EXPENSES					
5211	ELECTRICITY	\$1,213,705	\$1,703,532	\$1,708,009	\$1,456,819	\$1,456,819
5213	NATURAL GAS/OIL	\$64,356	\$61,553	\$80,500	\$70,000	\$70,000
5220	TELEPHONE	\$39,467	\$39,736	\$50,000	\$50,000	\$50,000
5225	POSTAGE	\$12,008	\$13,000	\$16,698	\$16,698	\$16,698
5250	ADVERTISING	\$1,862	\$2,017	\$0	\$0	\$0
5268	PROFESSIONAL SERVICES	\$83,410	\$10,500	\$86,250	\$86,250	\$66,250
5270	PRINTING	\$15,093	\$15,209	\$12,650	\$12,650	\$12,650
5285	MAINT REP/OTHER EQUIP	\$311,643	\$464,871	\$371,910	\$427,697	\$371,910
5294	CLOTHING ALLOWANCE	\$6,078	\$6,875	\$7,000	\$7,000	\$7,000
5295	OTHR SVCS	\$658,816	\$891,009	\$419,469	\$545,310	\$419,469
5310	OFFICE SUPPLIES	\$5,712	\$6,201	\$12,360	\$12,360	\$12,360
5323	CHEMICALS	\$528,721	\$784,902	\$1,150,000	\$1,150,000	\$1,150,000
5324	WATER LAB SUPP/EQUIP	\$104,299	\$111,439	\$155,000	\$155,000	\$155,000
5325	WATER CONSERVATION	\$0	\$6,133	\$10,300	\$10,300	\$10,300
5330	SUPPLIES/BUILDING	\$19,040	\$32,187	\$17,510	\$32,000	\$17,510
5335	FUEL OIL	\$4,878	\$8,524	\$13,200	\$15,000	\$15,000
5350	SUPPLIES/EQUIPMENT	\$51,068	\$39,295	\$180,250	\$190,250	\$180,250
5355	AUTOMOTIVE FUEL	\$45,652	\$45,384	\$60,000	\$60,000	\$60,000
5360	REPAIR PARTS/EQUIP	\$16,954	\$9,854	\$187,225	\$187,225	\$187,225
5364	REPAIRS/WATER VEHICLES	\$30,583	\$23,768	\$51,500	\$51,500	\$51,500
5380	MIN APPARATUS/TOOLS	\$12,691	\$2,050	\$5,150	\$5,150	\$5,150
5395	OTHER COMMODITIES	\$42,379	\$45,884	\$41,200	\$41,200	\$41,200
5410	MACHINERY/EQUIP	\$15,152	\$9,301	\$20,600	\$20,600	\$20,600
5500	GIS	\$7,500	\$0	\$15,000	\$15,000	\$15,000
5504	TECHNOLOGY	\$0	\$0	\$0	\$0	\$0
5703	INSURANCE DEDUCTIBLE	\$0	\$5,060	\$10,000	\$10,000	\$10,000
5710	TRAVEL IN-STATE	\$884	\$2,978	\$1,000	\$1,000	\$1,000
5715	PROFESSIONAL DEVELOPMENT	\$4,506	\$1,030	\$10,000	\$10,000	\$10,000
5716	LICENSES/CEU'S	\$7,791	\$9,037	\$1,000	\$1,000	\$1,000
5730	DUES/SUBSCRIPTIONS	\$27,412	\$27,071	\$16,000	\$16,000	\$16,000
5753	MUNICIPAL SERVICES FACILITY	\$0	\$0	\$0	\$0	\$0
5509	MCWT ADMIN FEE	\$7,486	\$9,133	\$29,950	\$29,950	\$29,950
5760	COURT JUDGEMENT	\$92,558	\$0	\$0	\$0	\$0
5954	EMERGENCY REPAIRS	\$0	\$0	\$0	\$0	\$0
5950	OPEB	\$91,543	\$93,832	\$95,911	\$97,178	\$97,178
5990	OTHER FINANCING USES		\$2,358,544	\$300,000	\$300,000	\$300,000
	<b>SUBTOTAL</b>	<b>\$3,523,247</b>	<b>\$6,839,910</b>	<b>\$5,135,642</b>	<b>\$5,083,137</b>	<b>\$4,857,019</b>
	WATER ENTERPRISE FUND DEBT SERVICE *					
5742	WATER PRINCIPAL	\$2,139,537	\$2,586,371	\$2,913,980	\$2,587,236	\$2,587,236
57421	WATER INTEREST	\$684,230	\$1,031,486	\$974,603	\$1,094,315	\$1,094,315
573202	WATER SHORT-TERM INTEREST	\$6,137	\$77,050	\$35,000	\$35,000	\$126,000
	<b>SUBTOTAL</b>	<b>\$2,829,904</b>	<b>\$3,694,907</b>	<b>\$3,923,583</b>	<b>\$3,716,551</b>	<b>\$3,807,551</b>
	<b>TOTAL WATER ENTERPRISE FUND</b>	<b>\$8,572,421</b>	<b>\$12,871,693</b>	<b>\$11,454,547</b>	<b>\$11,280,216</b>	<b>\$11,004,132</b>

# DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

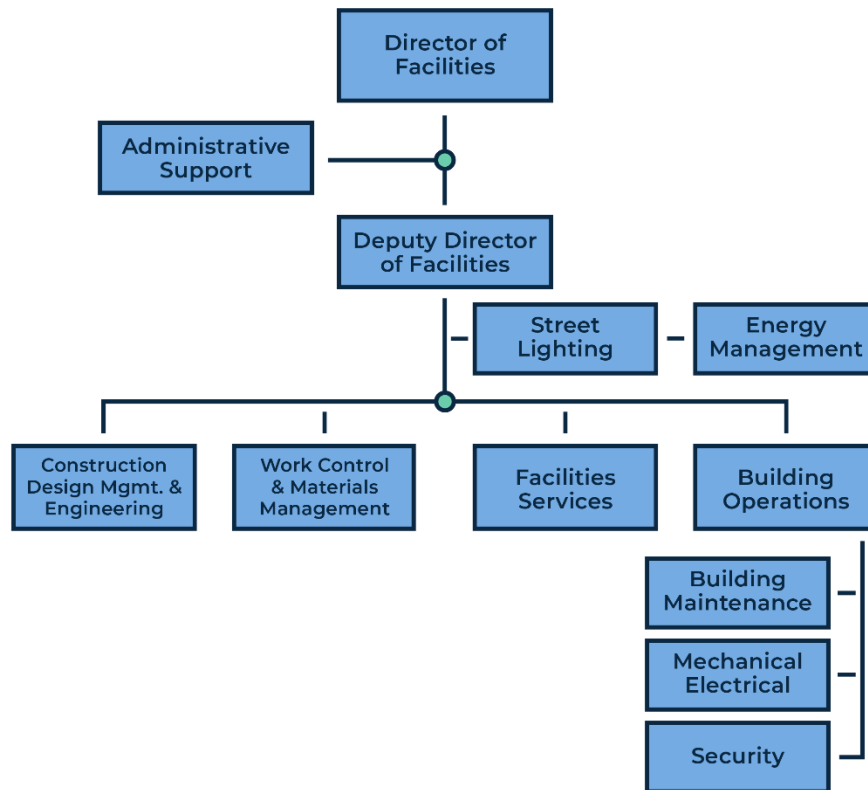
SEWER ENTERPRISE FUND		FY2022	FY2023	FY2024	FY2025	FY2025
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
70001	SEWER ENTERPRISE FUND SALARIES					
5110	REGULAR WAGES	\$301,501	\$300,759	\$337,583	\$348,627	\$348,627
5120	OVERTIME	\$22,005	\$19,532	\$41,357	\$40,250	\$40,250
5188	RETRO WAGES	\$0	\$1,821	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$323,506</b>	<b>\$322,112</b>	<b>\$378,940</b>	<b>\$388,877</b>	<b>\$388,877</b>
70002	SEWER ENTERPRISE FUND EXPENSES					
5211	ELECTRICITY	\$134,184	\$247,550	\$150,000	\$161,931	\$161,931
5213	NATURAL GAS	\$504	\$248	\$1,000	\$1,000	\$1,000
5220	TELEPHONE	\$2,408	\$3,389	\$2,750	\$4,000	\$4,000
5225	POSTAGE	\$12,000	\$13,000	\$16,698	\$19,203	\$19,203
5268	PROF SERVICES	\$27,500		\$25,000	\$25,000	\$25,000
5270	PRINTING	\$5,000	\$5,000	\$6,900	\$6,900	\$6,900
5294	CLOTHING ALLOWANCE	\$800	\$920	\$2,000	\$2,000	\$2,000
5295	OTHR SVCS	\$278,177	\$142,360	\$154,500	\$154,500	\$154,500
5323	CHEMICALS	\$0	\$0	\$11,025	\$11,025	\$11,025
5330	SUPPLIES/BUILDING	\$427	\$0	\$4,120	\$4,120	\$4,120
5335	FUEL OIL	\$2,992	\$7,012	\$8,240	\$10,000	\$10,000
5360	REPAIR PARTS/EQUIP	\$31,258	\$128	\$25,750	\$25,750	\$25,750
5380	MIN APPARATUS/TOOLS	\$0	\$0	\$618	\$618	\$618
5410	MACHINERY/EQUIP	\$0	\$0	\$51,500	\$51,500	\$51,500
5500	GIS	\$7,453	\$370	\$10,300	\$10,300	\$10,300
5504	TECHNOLOGY	\$0	\$0		\$0	\$0
5600	GTR LAWRENCE SANITARY	\$1,814,852	\$2,039,595	\$2,745,324	\$2,855,137	\$2,855,137
5703	INSURANCE DEDUCTIBLE	\$20,001	\$6,716	\$20,000	\$20,000	\$20,000
5710	TRAVEL IN-STATE	\$0	\$0	\$0	\$0	\$0
5753	MUNICIPAL SERVICES FACILITY	\$0	\$0	\$0	\$0	\$0
5715	PROF DEV	\$0	\$0	\$0	\$0	\$0
5990	RESERVE TRANSFER		\$964,280	\$600,000	\$800,000	\$800,000
5950	OPEB	\$24,432	\$25,043	\$25,073	\$25,408	\$25,408
	<b>SUBTOTAL</b>	<b>\$2,361,988</b>	<b>\$3,455,612</b>	<b>\$3,860,798</b>	<b>\$4,188,392</b>	<b>\$4,188,392</b>
	SEWER DEBT SERVICE					
573203	BAN NONEXEMPT SEWER		\$42,166	\$0	\$96,000	\$96,000
5743	SEWER PRINCIPAL	\$1,813,700	\$1,402,000	\$1,352,500	\$871,550	\$871,550
57431	SEWER INTEREST	\$276,785	\$200,415	\$205,728	\$205,728	\$205,728
	<b>SUBTOTAL</b>	<b>\$2,090,485</b>	<b>\$1,644,581</b>	<b>\$1,558,228</b>	<b>\$1,173,278</b>	<b>\$1,173,278</b>
	<b>TOTAL SEWER ENTERPRISE FUND</b>	<b>\$4,775,979</b>	<b>\$5,422,305</b>	<b>\$5,797,966</b>	<b>\$5,750,547</b>	<b>\$5,750,547</b>

# 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

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**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.

**Energy Management** is managed in cooperation with the Sustainability Coordinator, and involves managing energy use, energy conservation, energy procurement and renewable energy development. These duties are accomplished by setting sustainable goals of energy efficiency, cost reduction and renewable energy generation. Facilities 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.

**Street Lighting** is managed by Facilities, including tracking 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 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. The Building Operations Manager plays an integral role in construction design as well, as they manage ongoing operations and maintenance of all Town and School buildings.

**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.

**Facilities Services** 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 Facility. 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.

**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.
- **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.

# DEPARTMENT OF FACILITIES

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- **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 Innovation and Technology, this function develops and implements security improvements to Town and School buildings and public spaces.

## **FY2025 Objectives**

### *Administration and Facilities Management*

- Manage the Andover High School design project.
- Manage the feasibility and schematic design for redevelopment of The Park, which is located adjacent to the Town Offices building.
- Work to address labor shortage issues and supply chain delays to maintain excellent service.
- Develop a comprehensive plan for operation and maintenance of stormwater systems on Town and School properties.
- Update and formalize the Facilities Operations and Maintenance Program manual.
- 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.
- Manage the design for electrification of Sanborn School, and work to identify grants and incentives to help fund the retrofit.
- Develop a plan to upgrade the Johnson Metasys software program throughout Town and School buildings.
- Develop locations for rooftop solar installations.

### *Street Lighting*

- Work with National Grid to improve the reporting of utility work and repairs to lights on North Main Street.
- Collaborate with Planning to include lighting upgrades as part of Route 133 future plans.

### *Construction Design, Management and Engineering*

- West Elementary School/Shawsheen Preschool construction project.
- Doherty Middle School renovations, which include installation of an elevator.
- Town Offices renovation project
- Installation of rooftop solar array at Sanborn Elementary School.
- Reconstruction of the cupola at Memorial Hall Library.
- West Fire Station renovations.
- West Middle School kitchen renovations.
- Continue to digitize building plans inventory.
- Design and manage small construction projects such as offices, restrooms, outdoor spaces and site work.

### *Work Control and Materials Management*

- Create a Bar Code/QR Code system for inventory of parts for major systems equipment.
- Develop a database for major equipment parts, manuals, and schedules.

### *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.

# DEPARTMENT OF FACILITIES

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- Upgrade vehicle detection systems on traffic lights from inground loop systems to camera detection systems, and coordinate traffic light signals in close proximity.
- Manage or construct ADA projects identified in Andover's Self-Evaluation and Transition Plan.
- Conduct a traffic study and implement recommendations at Elm Square and Route 133.

## *Security*

- Implement a new key management system for improved efficiency and security.
- Continue to implement standardized security vestibule systems at all schools with Sanborn School to be completed in FY2024.
- Map cameras in the security camera system.
- Upgrade and expand video security systems to digital building by building with the last remaining buildings to be completed by the end of FY2025.

# DEPARTMENT OF FACILITIES

<u>Position Classification</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>FTE FY2024</u>	<u>REQ FY2025</u>	<u>TMREC FY2025</u>	<u>TMREC FY2025</u>
<b>FACILITIES</b>						
<u>ADMINISTRATION</u>						
Director of Facilities	1.0	1.0	1.0	1.0	1.0	164,400
Deputy Director	1.0	1.0	1.0	1.0	1.0	122,612
Project Manager	1.0	1.0	1.0	1.0	1.0	119,546
Building Operations Manager (1)	1.0	1.0	1.0	1.0	1.0	112,904
Materials Coordinator	1.0	1.0	1.0	1.0	1.0	93,060
Energy/Project Manager	1.0	1.0				
Mechanical Engineer/Project Manager			1.0	1.0	1.0	95,749
Executive Secretary	1.0	1.0	1.0	1.0		
Business Coordinator					1.0	90,713
Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	72,282
Unclassified						5,600
(1) - Positions moved from Facilities Mechanical/Electrical	8.0	8.0	8.0	8.0	8.0	876,866
<u>FACILITIES SERVICES</u>						
Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	87,963
Custodian	8.0	9.0	9.0	9.0	9.0	531,936
	9.0	10.0	10.0	10.0	10.0	619,899
<u>BUILDING MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	86,357
Security Systems Technician (FY23 Move to Facilities M&E)	1.0					
Carpenter	3.0	3.0	3.0	3.0	3.0	221,251
Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	64,003
Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	29,927
	6.5	5.5	5.5	5.5	5.5	401,538
<u>MECHANICAL/ELECTRICAL</u>						
Energy/Project Manager (FY20 Move to Administration)						
Working Foreman-HVAC	1.0	1.0	1.0	1.0	1.0	88,482
Working Foreman-Electrical						86,781
Electricians/HVAC Mechanic	3.0	3.0	3.0	3.0	3.0	158,246
Plumber	1.0	1.0	1.0	1.0	1.0	79,221
Security Systems Technician (FY23 Moved from Facilities Bldg Maint)		1.0	1.0	1.0	1.0	79,998
Maintenance Mechanic-HVAC & Mechanical		1.0	1.0	1.0	1.0	72,011
Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	80,386
Refrigeration Apprentice	2.0	1.0	1.0	1.0	1.0	72,293
Preventive Maintenance Mechanic (FY20 Move to Admin)						
	8.0	9.0	9.0	9.0	9.0	717,418
<b>GRAND TOTAL</b>	31.5	32.5	32.5	32.5	32.5	2,615,721

# DEPARTMENT OF FACILITIES

FACILITIES		FY2022	FY2023	FY2024	FY2024	FY2025	FY2025
		ACTUAL	ACTUAL	DEPT REC	TM REC	DEPT REQ	TM REC
<b>ADMINISTRATION</b>							
	PERSONNEL SERVICES	783,824	735,473	831,767	839,185	897,866	891,866
	OTHER EXPENSES	66,901	70,207	77,350	77,350	82,850	81,350
	<b>TOTAL MAINTENANCE ADMIN</b>	<b>850,725</b>	<b>805,680</b>	<b>909,117</b>	<b>916,535</b>	<b>980,716</b>	<b>973,216</b>
<b>FACILITIES SERVICES</b>							
	PERSONNEL SERVICES	610,856	653,787	688,112	688,112	704,899	704,899
	OTHER EXPENSES	349,972	348,457	364,250	364,250	401,750	395,000
	FROM SALE OF SERVICE	(87,673)	(98,173)	(40,000)	(60,000)	(40,000)	(40,000)
	<b>TOTAL FACILITIES SERVICES</b>	<b>873,155</b>	<b>904,072</b>	<b>1,012,362</b>	<b>992,362</b>	<b>1,066,649</b>	<b>1,059,899</b>
<b>FACILITIES TOWN BUILDING MAINTENANCE</b>							
	PERSONNEL SERVICES	472,617	416,207	436,229	436,229	449,037	444,037
	OTHER EXPENSES	296,097	287,020	336,500	336,500	347,000	299,750
	<b>TOTAL TOWN BUILDING MAINTENANCE</b>	<b>768,714</b>	<b>703,228</b>	<b>772,729</b>	<b>772,729</b>	<b>796,037</b>	<b>743,787</b>
<b>FACILITIES TOWN MECHANICAL/ELECTRICAL</b>							
	PERSONNEL SERVICES	601,378	717,882	768,604	768,604	790,418	785,418
	OTHER EXPENSES	541,232	589,854	583,300	583,300	593,800	590,800
	<b>TOTAL TOWN MECHANICAL/ELECTRICAL</b>	<b>1,142,610</b>	<b>1,307,736</b>	<b>1,351,904</b>	<b>1,351,904</b>	<b>1,384,218</b>	<b>1,376,218</b>
<b>FACILITIES STREET LIGHTING</b>							
	STREET LIGHTING EXPENSES	109,533	74,871	85,000	85,000	95,000	90,000
	<b>TOTAL STREET LIGHTING</b>	<b>109,533</b>	<b>74,871</b>	<b>85,000</b>	<b>85,000</b>	<b>95,000</b>	<b>90,000</b>
<b>TOTAL FACILITIES</b>							
	<b>SALARIES</b>	<b>2,468,675</b>	<b>2,523,350</b>	<b>2,724,712</b>	<b>2,732,130</b>	<b>2,842,220</b>	<b>2,826,220</b>
	<b>EXPENSES</b>	<b>1,363,735</b>	<b>1,370,409</b>	<b>1,446,400</b>	<b>1,446,400</b>	<b>1,520,400</b>	<b>1,456,900</b>
		<b>3,832,410</b>	<b>3,893,759</b>	<b>4,171,112</b>	<b>4,178,530</b>	<b>4,362,620</b>	<b>4,283,120</b>
	FROM SALE OF SERVICE	(87,673)	(98,173)	(40,000)	(60,000)	(40,000)	(40,000)
	<b>TOTAL FACILITIES</b>	<b>3,744,737</b>	<b>3,795,586</b>	<b>4,131,112</b>	<b>4,118,530</b>	<b>4,322,620</b>	<b>4,243,120</b>

# DEPARTMENT OF FACILITIES

FACILITIES ADMINISTRATION		FY2022	FY2023	FY2024	FY2025	FY2025
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011861	MAINTENANCE ADMIN SALARIES					
5110	REG WAGES	\$760,623	\$722,422	\$818,185	\$876,866	\$876,866
5120	OVERTIME	\$23,201	\$13,050	\$18,000	\$18,000	\$15,000
5140	SEASONAL	\$0	\$0	\$3,000	\$3,000	\$0
5187	RETRO WAGES	\$0	\$0	\$0		
	<b>SUBTOTAL</b>	<b>\$783,824</b>	<b>\$735,473</b>	<b>\$839,185</b>	<b>\$897,866</b>	<b>\$891,866</b>
011862	MAINTENANCE ADMIN EXPENSES					
5220	TELEPHONE	\$16,850	\$18,007	\$18,000	\$18,000	\$18,000
5255	SOFTWARE SUPPORT	\$29,380	\$31,318	\$30,000	\$35,000	\$35,000
5270	PRINTING	\$228	\$552	\$400	\$400	\$400
5291	RENT EQUIP	\$2,000	\$2,640	\$2,700	\$2,700	\$2,700
5294	CLOTHING ALLOWANCE	\$0	\$313	\$750	\$1,250	\$1,250
5295	OTHR SVCS	\$4,964	\$3,961	\$5,000	\$5,000	\$5,000
5310	OFFICE SUP	\$2,322	\$2,642	\$5,000	\$5,000	\$5,000
5420	OFF EQUIP	\$779	\$917	\$2,000	\$2,000	\$2,000
5710	TRAVEL	\$0	\$378	\$500	\$500	\$500
5715	PROFESSIONAL DEVELOPMENT	\$668	\$3,444	\$4,000	\$5,000	\$5,000
5716	LICENSES & CONTINUING ED	\$9,585	\$5,687	\$7,000	\$6,000	\$6,000
5730	DUES/SUBSCRIPTIONS	\$125	\$350	\$2,000	\$2,000	\$500
	<b>SUBTOTAL</b>	<b>\$66,901</b>	<b>\$70,207</b>	<b>\$77,350</b>	<b>\$82,850</b>	<b>\$81,350</b>
	<b>TOTAL FACILITIES ADMINISTRATION</b>	<b>\$850,725</b>	<b>\$805,680</b>	<b>\$916,535</b>	<b>\$980,716</b>	<b>\$973,216</b>

FACILITIES SERVICES		FY2022	FY2023	FY2024	FY2025	FY2025
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011851	FACILITIES SERVICES SALARIES					
5110	REG WAGES	\$517,899	\$545,912	\$603,112	\$619,899	\$619,899
5120	OVERTIME	\$71,261	\$78,154	\$65,000	\$65,000	\$65,000
5150	RENTAL OVERTIME	\$21,696	\$18,566	\$20,000	\$20,000	\$20,000
5130	PART TIME	\$0	\$4,014	\$0	\$0	\$0
5188	RETRO	\$0	\$7,141	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$610,856</b>	<b>\$653,787</b>	<b>\$688,112</b>	<b>\$704,899</b>	<b>\$704,899</b>
011852	FACILITIES SERVICES EXPENSES					
5206	INSURANCE	\$0	\$0	\$0	\$0	\$0
5211	ELECTRICITY	\$191,803	\$185,842	\$195,000	\$215,000	\$215,000
5213	NATURAL GAS	\$74,246	\$81,488	\$85,000	\$92,000	\$92,000
5294	CLOTHING ALLOWANCE	\$4,992	\$7,107	\$6,000	\$6,500	\$6,500
5295	OTHR SVCS	\$1,054	\$3,258	\$8,000	\$8,000	\$5,000
5310	OFFICE SUP	\$0	\$0	\$500	\$500	\$0
5330	OPERATING SUPPLIES	\$30,851	\$40,824	\$35,000	\$40,000	\$40,000
5355	FUEL OIL	\$0	\$0	\$0	\$0	\$0
5355	AUTOMOTIVE FUEL	\$18,362	\$20,830	\$22,000	\$22,000	\$20,000
5410	MACH/EQUIP	\$8,724	\$8,658	\$10,000	\$15,000	\$15,000
5420	OFF EQUIP	\$0	\$0	\$500	\$500	\$500
5715	PROFESSIONAL DEV	\$240	\$450	\$1,000	\$1,000	\$1,000
5716	LICENSES & CEU'S	\$0	\$0	\$1,000	\$1,000	\$0
5717	MILEAGE	\$0	\$0	\$0	\$0	\$0
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$250	\$250	\$0
5770	CUSTODIAL SERVICES	\$19,700	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$349,972</b>	<b>\$348,457</b>	<b>\$364,250</b>	<b>\$401,750</b>	<b>\$395,000</b>
011851	FACILITIES SERVICES SALARIES					
5811	FROM SALE OF SERVICE	\$ (87,673)	\$ (90,173)	\$ (60,000)	\$ (40,000)	\$ (40,000)
	AYF GIFT	\$ -	\$ (8,000)	\$ -	\$ -	\$ -
	<b>SUBTOTAL</b>	<b>\$ (87,673)</b>	<b>\$ (98,173)</b>	<b>\$ (60,000)</b>	<b>\$ (40,000)</b>	<b>\$ (40,000)</b>
	<b>TOTAL FACILITIES SERVICES</b>	<b>\$873,155</b>	<b>\$904,072</b>	<b>\$992,362</b>	<b>\$1,066,649</b>	<b>\$1,059,899</b>

# DEPARTMENT OF FACILITIES

FACILITIES TOWN BUILDING MAINTENANCE		FY2022	FY2023	FY2024	FY2025	FY2025
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011881	T-BLDG MAINT SALARIES					
5110	REG WAGES	\$412,366	\$346,706	\$357,814	\$371,610	\$371,610
5120	OVERTIME	\$35,543	\$47,001	\$42,500	\$42,500	\$42,500
5130	PART TIME	\$24,708	\$17,094	\$30,915	\$29,927	\$29,927
5140	SEASONAL	\$0	\$0	\$5,000	\$5,000	\$0
5188	RETRO WAGES	\$0	\$5,406	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$472,617</b>	<b>\$416,207</b>	<b>\$436,229</b>	<b>\$449,037</b>	<b>\$444,037</b>
011882	T-BLDG MAINT EXPENSES					
5231	TRANS ALLOWANCE	\$0	\$0	\$0	\$0	\$0
5287	MAINT/REPAIR COMM EQ	\$0	\$0	\$0	\$0	\$0
5288	MAINT/REP INVENTORY	\$8,898	\$30,825	\$30,000	\$40,000	\$35,000
5291	RENT EQUIP	\$1,816	\$0	\$2,000	\$2,000	\$0
5294	CLOTHING ALLOWANCE	\$2,596	\$6,530	\$5,000	\$5,500	\$5,500
5295	OTHR SVCS	\$192,739	\$127,774	\$195,000	\$195,000	\$167,750
5340	REP/PARTS/BUILDINGS	\$65,497	-\$37	\$0	\$0	\$0
5350	REP/PARTS/SECURITY	\$18,102	\$77,193	\$90,000	\$90,000	\$80,000
5355	AUTOMOTIVE FUEL	\$0	\$0	\$0	\$0	\$0
5380	MIN APPARATUS/TOOLS	\$5,227	\$4,983	\$5,500	\$5,500	\$5,500
5394	SUPPLIES/BOOKS		\$108	\$0	\$0	\$0
5410	MACHINERY/EQUIP	\$248	\$0	\$2,500	\$2,500	\$1,500
5507	EMERGENCY WATER SYSTEM REPAIR	\$0	\$34,800	\$0	\$0	\$0
5710	TRAVEL	\$0	\$363	\$500	\$500	\$500
5715	PROFESSIONAL DEV	\$160	\$993	\$2,500	\$2,500	\$1,000
5716	LICENSES & CONTINUING ED	\$814	\$3,489	\$3,000	\$3,000	\$2,500
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$500	\$500
	<b>SUBTOTAL</b>	<b>\$296,097</b>	<b>\$287,020</b>	<b>\$336,500</b>	<b>\$347,000</b>	<b>\$299,750</b>
	<b>TOTAL TOWN BUILDING MAINTENANCE</b>	<b>\$768,714</b>	<b>\$703,228</b>	<b>\$772,729</b>	<b>\$796,037</b>	<b>\$743,787</b>

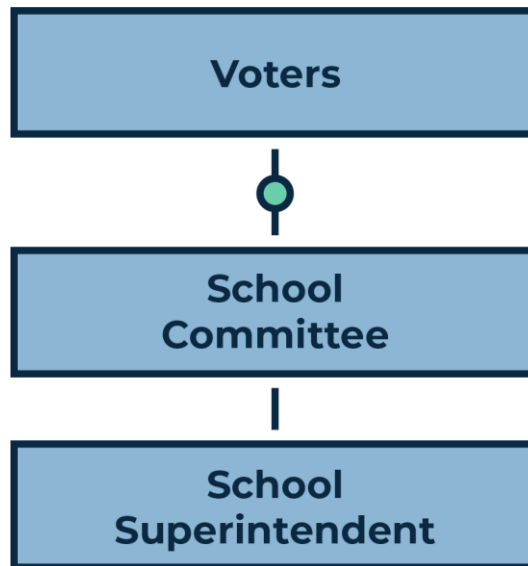
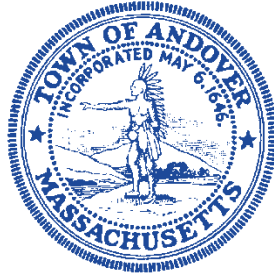
FACILITIES TOWN MECHANICAL/ELECTRICAL		FY2022	FY2023	FY2024	FY2025	FY2025
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011891	T-MECHANICAL/ELEC SALARIES					
5110	REG WAGES	\$525,220	\$598,078	\$695,604	\$717,418	\$717,418
5120	OVERTIME	\$76,026	\$112,491	\$68,000	\$68,000	\$68,000
5130	PART-TIME WAGES	\$132	\$0	\$0	\$0	\$0
5140	SEASONAL	\$0	\$0	\$5,000	\$5,000	\$0
5188	RETRO WAGES	\$0	\$7,313	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$601,378</b>	<b>\$717,882</b>	<b>\$768,604</b>	<b>\$790,418</b>	<b>\$785,418</b>
011892	T-MECHANICAL/ELEC EXPENSES					
5288	MAINT/REP INVENTORY	\$121,826	\$141,154	\$130,000	\$140,000	\$140,000
5291	RENT EQUIP	\$1,748	\$557	\$2,000	\$2,000	\$2,000
5294	CLOTHING ALLOWANCE	\$3,461	\$3,752	\$4,800	\$5,300	\$5,300
5295	OTHR SVCS	\$230,744	\$274,185	\$250,000	\$250,000	\$250,000
5350	OPER SUPP/EQUIP	\$168,922	\$157,351	\$175,000	\$175,000	\$175,000
5360	REPAIR/PARTS/EQUIP	\$1,044	\$0	\$0	\$0	\$0
5380	MIN APPARATUS/TOOLS	\$6,781	\$6,515	\$10,000	\$10,000	\$10,000
5410	MACHINERY/EQUIP	\$2,000	\$0	\$2,000	\$2,000	\$2,000
5710	TRAVEL	\$809	\$0	\$500	\$500	\$500
5715	PROFESSIONAL DEV	\$0	\$1,155	\$4,000	\$4,000	\$2,000
5716	LICENSES & CONTINUING ED	\$3,897	\$5,184	\$4,000	\$4,000	\$4,000
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$1,000	\$1,000	\$0
	<b>SUBTOTAL</b>	<b>\$541,232</b>	<b>\$589,854</b>	<b>\$583,300</b>	<b>\$593,800</b>	<b>\$590,800</b>
	<b>TOTAL TOWN MECHANICAL/ELECT</b>	<b>\$1,142,610</b>	<b>\$1,307,736</b>	<b>\$1,351,904</b>	<b>\$1,384,218</b>	<b>\$1,376,218</b>

# DEPARTMENT OF FACILITIES

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STREET LIGHTING		FY2022	FY2023	FY2024	FY2025	FY2025
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011922	STREET LIGHTING EXPENSES					
5211	ELECTRICITY	\$88,533	\$53,871	\$65,000	\$70,000	\$70,000
5289	MAINTENANCE	\$21,000	\$21,000	\$20,000	\$25,000	\$20,000
	<b>SUBTOTAL</b>	<b>\$109,533</b>	<b>\$74,871</b>	<b>\$85,000</b>	<b>\$95,000</b>	<b>\$90,000</b>
	<b>TOTAL STREET LIGHTING</b>	<b>\$109,533</b>	<b>\$74,871</b>	<b>\$85,000</b>	<b>\$95,000</b>	<b>\$90,000</b>

# ANDOVER PUBLIC SCHOOLS



# ANDOVER PUBLIC SCHOOLS

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ANDOVER PUBLIC SCHOOLS		FY2022	FY2023	FY2024	FY2025	FY2025
SCHOOL		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013001	ANDOVER SCHOOL SALARIES					
	5110 REGULAR WAGES	\$74,804,039	\$77,899,943	\$79,732,107	\$82,357,443	\$82,357,443
	SUBTOTAL	\$74,804,039	\$77,899,943	\$79,732,107	\$82,357,443	\$82,357,443
013002	ANDOVER SCHOOL EXPENSES					
	5700 UNCLASSIFIED EXP	\$17,789,414	\$17,226,948	\$18,994,817	\$20,120,891	\$20,120,891
	SUBTOTAL	\$17,789,414	\$17,226,948	\$18,994,817	\$20,120,891	\$20,120,891
	<b>TOTAL ANDOVER SCHOOL</b>	<b>\$92,593,452</b>	<b>\$95,126,891</b>	<b>\$98,726,924</b>	<b>\$102,478,334</b>	<b>\$102,478,334</b>

# SECTION 5



# FIXED AND UNCLASSIFIED EXPENSES

# TECHNICAL SCHOOLS / SOLID WASTE

## 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		FY2022	FY2023	FY2024	FY2025	FY2025
TECHNICAL SCHOOLS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013012	TECHNICAL SCHOOL EXPENSES					
	5295 OTHER CHGS/SERVICES	\$1,072,920	\$1,199,085	\$1,312,220	\$1,351,587	\$1,351,587
TOTAL	SUBTOTAL	\$1,072,920	\$1,199,085	\$1,312,220	\$1,351,587	\$1,351,587
	<b>TOTAL TECHNICAL SCHOOLS</b>	<b>\$1,072,920</b>	<b>\$1,199,085</b>	<b>\$1,312,220</b>	<b>\$1,351,587</b>	<b>\$1,351,587</b>

## Solid Waste

This budget provides funding to cover the collection and disposal of curbside solid waste and recycling and the composting program within the School Department. This budget also provides funds for staff responsible for managing the daily administration of the curbside collection program.

SOLID WASTE		FY2022	FY2023	FY2024	FY2025	FY2025
FIXED COSTS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014331	SOLID WASTE SALARIES					
	5110 REGULAR WAGES*	\$0	\$0	\$0	\$70,966	\$70,966
	5120 OVERTIME	\$5,962	\$7,956	\$9,145	\$9,396	\$9,396
	5188 RETRO WAGES	\$0	\$19	\$0	\$0	\$0
	SUBTOTAL	\$5,962	\$7,974	\$9,145	\$80,362	\$80,362
014332	SOLID WASTE EXPENSES					
	5295 OTHR SVCS	\$2,101,177	\$2,755,053	\$2,617,314	\$2,885,000	\$2,885,000
	5297 RECYCLING SERVICES	\$877,130	\$1,083,849	\$1,157,232	\$1,134,000	\$1,134,000
	5299 COMPOSTING PROGRAM	\$0	\$0	\$40,170	\$40,170	\$40,170
	529701 MATERIALS DISPOSAL	\$0	\$0	\$0	\$0	\$0
	5730 DUES SUBSCRIPTIONS		\$150	\$0	\$0	\$0
	5360 REPAIR PARTS/EQUIP	\$0	\$0	\$500	\$600	\$600
	529701 MATERIALS DISPOSAL	\$0	\$0	\$0	\$75,000	\$0
	SUBTOTAL	\$2,978,307	\$3,839,052	\$3,815,216	\$4,134,770	\$4,059,770
	<b>TOTAL SOLID WASTE</b>	<b>\$2,984,269</b>	<b>\$3,847,026</b>	<b>\$3,824,361</b>	<b>\$4,215,132</b>	<b>\$4,140,132</b>
	*Transfer from the Water Enterprise					

# 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		FY2022	FY2023	FY2024	FY2025	FY2025
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017102	NON-EXEMPT DEBT SERVICE PRINCIPAL					
5741	SCHOOL LOANS	\$1,736,700	\$1,962,500	\$2,827,317	\$2,448,500	\$2,448,500
5742	WATER LOANS *	\$0	\$0	\$0	\$0	\$0
5743	SEWER LOANS *	\$0	\$0	\$0	\$0	\$0
5744	STREET LOANS	\$265,200	\$229,300	\$619,300	\$444,300	\$444,300
5745	MUNICIPAL BLDGS LOANS	\$1,720,600	\$1,585,900	\$1,921,909	\$2,027,600	\$2,027,600
5746	PUBLIC SAFETY LOANS	\$280,000	\$195,000	\$272,500	\$245,000	\$245,000
5747	LAND ACQ LOANS	\$415,000	\$450,000	\$482,000	\$420,250	\$420,250
5737	PENSION OBLIGATION PRINCIPAL	\$0	\$3,377,500	\$4,027,500	\$4,065,000	\$4,065,000
5749	OTHER MUN PURPOSES	\$140,403	\$141,064	\$141,739	\$494,825	\$494,825
	<b>SUBTOTAL</b>	<b>\$4,557,903</b>	<b>\$7,941,264</b>	<b>\$10,292,265</b>	<b>\$10,145,475</b>	<b>\$10,145,475</b>
017112	EXEMPT DEBT SERVICE PRINCIPAL					
5737	PENSION OBLIGATION PRINCIPAL	\$0	\$3,377,500	\$4,027,500	\$4,065,000	\$4,065,000
5741	SCHOOL LOANS	\$2,037,000	\$2,115,000	\$1,859,500	\$2,625,000	\$2,625,000
5746	PUBLIC SAFETY LOANS	\$255,600	\$23,300	\$23,400	\$18,400	\$18,400
	<b>SUBTOTAL</b>	<b>\$2,292,600</b>	<b>\$5,515,800</b>	<b>\$5,910,400</b>	<b>\$6,708,400</b>	<b>\$6,708,400</b>
	<b>TOTAL DEBT PRINCIPAL</b>	<b>\$6,850,503</b>	<b>\$13,457,064</b>	<b>\$16,202,665</b>	<b>\$16,853,875</b>	<b>\$16,853,875</b>
DEBT INTEREST		FY2022	FY2023	FY2024	FY2025	FY2025
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017502	NON-EXEMPT DEBT SERVICE INTEREST					
5732	INT ON BANS NON-EXEMPT	\$18,953	\$127,303	\$80,000	\$260,000	\$260,000
573202	BANS NON-EXEMPT WATER	\$0	\$0	\$0	\$0	\$0
5739	BOND ISSUE EXPENSE	\$799	\$753	\$105,000	\$105,000	\$105,000
5741	SCHOOL LOANS	\$639,006	\$716,948	\$596,616	\$972,347	\$972,347
5742	WATER LOANS *	\$0	\$0	\$0	\$0	\$0
5743	SEWER LOANS *	\$0	\$0	\$0	\$0	\$0
5744	STREET LOANS	\$73,370	\$61,051	\$59,160	\$82,194	\$82,194
5745	MUNICIPAL BLDGS LOANS	\$1,272,336	\$1,200,199	\$1,115,141	\$1,217,294	\$1,217,294
5746	PUBLIC SAFETY LOANS	\$103,264	\$80,675	\$71,190	\$126,532	\$126,532
5747	LAND ACQ LOANS	\$96,926	\$185,633	\$145,273	\$126,443	\$126,443
5737	PENSION OBLIGATION	\$0	\$2,285,145	\$1,633,898	\$1,597,953	\$1,597,953
5749	OTHER MUN PURPOSES	\$48,555	\$43,828	\$39,419	\$230,438	\$230,438
5972	TRANSFER TO CAPITAL		\$1,900,000		\$0	\$0
5749	OTHER MUN PURPOSES TRANSFER	\$1,152,258	\$0	\$0	\$0	\$0
	<b>SUBTOTAL</b>	<b>\$3,405,467</b>	<b>\$6,601,534</b>	<b>\$3,845,697</b>	<b>\$4,718,201</b>	<b>\$4,718,201</b>
017512	EXEMPT DEBT SERVICE INTEREST					
5737	PENSION OBLIGATION	\$0	2,285,145	\$1,633,899	\$1,597,953	\$1,597,953
5741	SCHOOL LOANS	\$758,568	\$908,715	\$3,816,653	\$4,778,700	\$4,778,700
5746	PUBLIC SAFETY LOANS	\$14,370	\$5,838	\$4,720	\$3,700	\$3,700
	<b>SUBTOTAL</b>	<b>\$772,938</b>	<b>\$3,199,698</b>	<b>\$5,455,272</b>	<b>\$6,380,353</b>	<b>\$6,380,353</b>
	<b>TOTAL DEBT INTEREST</b>	<b>\$4,178,405</b>	<b>\$9,801,232</b>	<b>\$9,300,969</b>	<b>\$11,098,554</b>	<b>\$11,098,554</b>
	<b>TOTAL DEBT SERVICE</b>	<b>\$11,028,908</b>	<b>\$23,258,296</b>	<b>\$25,503,634</b>	<b>\$27,952,429</b>	<b>\$27,952,429</b>

# DEBT SERVICE INFORMATION

## Debt Analysis Tool

		Existing Debt								
		2024	2025	2026	2027	2028	2029	Total - All Years		
Existing Debt	School Streets	2,477,516	2,379,794	2,291,584	2,154,079	1,932,051	1,617,294	19,422,743		
	Municipal Facilities & Vehicles	293,460	281,701	262,174	239,006	164,878	159,118	1,735,876		
	Pension Obligation	2,710,041	2,635,019	2,489,480	2,449,062	2,281,724	2,083,086	45,017,721		
	Public Safety	5,661,398	5,662,953	5,661,235	5,660,529	5,661,343	5,662,543	96,246,574		
	Land Acquisition	271,690	256,175	187,925	176,300	169,800	134,050	2,197,315		
	Landfill	615,273	546,693	469,681	405,794	334,097	220,781	6,109,487		
		181,158	177,363	173,495	145,627	143,186	140,695	1,668,585		
	<b>Total Non-Exempt Debt Service</b>	<b>12,210,537</b>	<b>11,939,697</b>	<b>11,535,573</b>	<b>11,230,396</b>	<b>10,687,078</b>	<b>10,017,567</b>	<b>172,398,301</b>		

		Authorized - Borrowing FY25 and After									
		Amount	Term	2024	2025	2026	2027	2028	2029	Total - All Years	
Projected Borrowing - Previously Authorized or BAN Conversion	Andover High School Design	1,100,000	5	269,500	259,600	249,700	239,800	229,900	-	1,248,500	
	Conservation and Land Acquisition	1,200,000	20	-	-	-	-	-	-	-	
	Doherty Middle Design and Construction	6,700,000	30	-	515,070	515,070	515,070	515,070	515,070	10,301,403	
	Downtown Amenities	400,000	10	-	58,000	56,200	54,400	52,600	50,800	499,000	
	DPW Large Vehicles	400,000	10	58,000	56,200	54,400	52,600	50,800	49,000	499,000	
	HMD Street Construction	150,000	10	-	21,750	21,075	20,400	19,725	19,050	187,125	
	Ledge Road Landfill	3,500,000	30	-	274,167	268,917	263,667	258,417	253,167	5,941,250	
	Ledge Road Landfill	3,195,000	30	-	-	250,275	245,483	240,690	235,898	5,423,513	
	Ledge Road Landfill	2,500,000	30	-	-	-	195,833	192,083	188,333	4,243,750	
	Major School Projects	280,000	10	40,600	39,340	38,080	36,820	35,560	34,300	349,300	
	Major School Projects - 20	975,000	10	141,375	136,988	132,600	128,213	123,825	119,438	1,216,313	
	Major School Projects - 23	1,750,000	10	253,750	245,875	238,000	230,125	222,250	214,375	2,183,125	
	Major School Projects	975,000	15	141,375	136,988	132,600	128,213	123,825	119,438	1,216,313	
	Major Town Projects	725,000	10	105,125	101,863	98,600	95,338	92,075	88,813	904,438	
	Major Town Projects	305,000	10	44,225	42,853	41,480	40,108	38,735	37,363	380,488	
	Major Town Projects	1,600,000	10	232,000	224,800	217,600	210,400	203,200	196,000	1,996,000	
	Parking and Hardscape Improvements	400,000	10	58,000	56,200	54,400	52,600	50,800	49,000	499,000	
	Parks and Playground Improvements	550,000	10	79,750	77,275	74,800	72,325	69,850	67,375	686,125	
	Sidewalks	950,000	10	137,750	133,475	129,200	124,925	120,650	116,375	1,185,125	
	Sidewalks	950,000	10	137,750	133,475	129,200	124,925	120,650	116,375	1,185,125	
	Town and School Energy Initiatives	150,000	10	21,750	21,075	20,400	19,725	19,050	18,375	187,125	
	Town and School Energy Initiatives	330,000	10	47,850	46,365	44,880	43,395	41,910	40,425	411,675	
	Town Bridge Evaluation/Maintenance	500,000	10	72,500	70,250	68,000	65,750	63,500	61,250	623,750	
	Town Sidewalk Program	850,000	10	-	123,250	119,425	115,600	111,775	107,950	1,060,375	
	<b>Total</b>				<b>1,841,300</b>	<b>2,774,857</b>	<b>2,954,902</b>	<b>3,075,713</b>	<b>2,996,940</b>	<b>2,698,168</b>	<b>-</b>

		Planned in CIP - Not Yet Funded/Authorized								
		Amount	Term	2024	2025	2026	2027	2028	2029	Total - All Years
	FY26 - IT Infrastructure	1,916,000	10	-	-	-	277,820	269,198	260,576	2,390,210
	FY27 - IT Infrastructure	-	-	-	-	-	-	-	-	-
	FY28 - IT Infrastructure	-	-	-	-	-	-	-	-	-
	FY29 - IT Infrastructure	-	-	-	-	-	-	-	-	-
	FY24 - Fire Rescue Vehicles	975,000	20	-	92,625	90,431	88,238	86,044	83,850	1,435,688
	FY26 - Fire Rescue Vehicles	1,230,000	20	-	-	-	178,350	172,815	167,280	2,407,675
	FY27 - Fire Rescue Vehicles	600,000	-	-	-	-	-	-	-	-
	FY28 - Fire Rescue Vehicles	1,650,000	10	-	-	-	-	-	156,750	2,429,625
	FY29 - Fire Rescue Vehicles	-	-	-	-	-	-	-	-	-
	FY24 - Large Public Works Vehicles	455,000	20	-	43,225	42,201	41,178	40,154	39,130	669,988
	FY26 - Large Public Works Vehicles	820,000	20	-	-	-	77,900	76,055	74,210	1,207,450
	FY27 - Large Public Works Vehicles	591,000	20	-	-	-	-	56,145	54,815	870,248
	FY28 - Large Public Works Vehicles	633,000	20	-	-	-	-	-	60,135	932,093
	FY28 - Large Public Works Vehicles	-	-	-	-	-	-	-	-	-
	FY24 - Minor Storm Drain Improvements	-	-	-	-	-	-	-	-	-
	FY26 - Minor Storm Drain Improvements	-	10	-	-	-	-	-	-	-
	FY27 - Minor Storm Drain Improvements	500,000	-	-	-	-	-	72,500	70,250	623,750
	FY28 - Minor Storm Drain Improvements	-	10	-	-	-	-	-	-	-
	FY29 - Minor Storm Drain Improvements	500,000	-	-	-	-	-	-	72,500	623,750
	FY24 - Town Bridge Maintenance	-	-	-	-	-	-	-	-	-
	FY26 - Town Bridge Maintenance	-	-	-	-	-	-	-	-	-
	FY27 - Town Bridge Maintenance	-	-	-	-	-	-	-	-	-
	FY28 - Town Bridge Maintenance	-	-	-	-	-	-	-	-	-
	FY29 - Town Bridge Maintenance	-	-	-	-	-	-	-	-	-
	FY24 - Town Parks and Playgrounds	625,000	10	-	90,625	87,813	85,000	82,188	79,375	779,688
	FY26 - Town Parks and Playgrounds	2,290,000	10	-	-	-	332,050	321,745	311,440	2,856,775
	FY27 - Town Parks and Playgrounds	1,350,000	10	-	-	-	-	195,750	189,675	3,773,688
	FY28 - Town Parks and Playgrounds	3,900,000	10	-	-	-	-	-	565,500	6,424,625
	FY29 - Town Parks and Playgrounds	3,050,000	10	-	-	-	-	-	-	3,804,875
	FY24 - Major Town Projects	900,000	10	-	100,500	97,800	95,100	92,400	89,700	1,224,000
	FY26 - Major Town Projects	3,405,000	10	-	-	-	92,125	89,650	87,175	1,122,000
	FY27 - Major Town Projects	3,185,000	10	-	-	-	-	355,100	345,560	4,324,800
	FY28 - Major Town Projects	3,375,000	10	-	-	-	-	-	-	-
	FY29 - Major Town Projects	3,395,000	10	-	-	-	-	-	-	-
	FY24 - Town and School Energy Initiatives	470,000	10	-	68,150	66,035	63,920	61,805	59,690	586,325
	FY26 - Town and School Energy Initiatives	1,095,000	10	-	-	-	158,775	153,848	148,920	1,366,013
	FY27 - Town and School Energy Initiatives	-	10	-	-	-	-	-	-	-
	FY28 - Town and School Energy Initiatives	800,000	10	-	-	-	-	-	116,000	998,000
	FY29 - Town and School Energy Initiatives	-	-	-	-	-	-	-	-	-
	FY24 - Major School Projects	1,125,000	15	-	163,125	158,063	153,000	147,938	142,875	1,403,438
	FY26 - Major School Projects	5,900,000	20	-	-	-	560,500	547,225	533,950	8,687,750
	FY27 - Major School Projects	8,250,000	20	-	-	-	-	783,750	765,188	12,148,125
	FY28 - Major School Projects	3,230,000	20	-	-	-	-	-	306,850	4,756,175
<b>Total</b>					<b>558,250</b>	<b>2,243,343</b>	<b>3,862,329</b>	<b>5,220,056</b>	<b>6,354,515</b>	<b>93,380,144</b>

# DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JULY 1, 2024									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2025	2026	2027	2028	2029	TOTAL ALL YEARS
<b>EXEMPT DEBT</b>									
<b>SCHOOL</b>									
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	12/22/11	3,361,700	-	-	-	-	-	-
BANCROFT FEASABILITY	ART 59, 2009	12/22/11	162,000	6,100.00	5,971.88	5,837.51	5,693.76	5,543.76	44,862.55
MIDDLE/EL SCHOOL Refi NC	ART 9, 2000	12/19/12	1,500,000	148,400.00	142,800.00	-	-	-	291,200.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	14,000,000	901,250.00	873,250.00	845,250.00	817,250.00	796,250.00	7,223,125.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	13,055,000	883,562.50	845,812.50	826,312.50	806,812.50	787,312.50	7,765,437.50
BANCROFT SCHOOL	ART 1, 2013	3/6/14	2,435,000	162,150.00	156,150.00	152,550.00	148,950.00	145,350.00	1,432,650.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	100,000	6,762.50	6,562.50	6,412.50	6,262.50	6,112.50	65,512.50
BANCROFT SCHOOL	ART 1, 2013	6/19/15	779,000	53,287.50	51,687.50	50,487.50	49,287.50	48,087.50	491,787.50
BANCROFT SCHOOL	ART 3, 2010	12/15/16	967,000	70,700.00	68,700.00	66,700.00	64,950.00	63,450.00	755,125.00
WEST EL/SHAW SHEEN PRE-SCHOOL	ART 15 2021	12/16/21	6,695,000	316,581.26	319,331.26	316,706.26	318,706.26	320,206.26	8,894,309.61
WEST ELEMENTARY/SHAW SHEEN PRE-SCHOOL	ART 15, 2021	7/28/22	46,914,500	2,822,325.00	2,823,075.00	2,821,825.00	2,823,450.00	2,822,825.00	81,862,675.00
TOTAL SCHOOL	017112-5741			7,403,699.45	7,209,615.64	7,010,356.27	6,960,137.52	6,912,912.52	166,484,165.35
PENSION OBLIGATION BONDS			82,500,000	5,662,952.63	5,661,234.81	5,660,528.68	5,661,342.62	5,662,542.99	90,585,175.75
TOTAL PENSION OBLIGATION BONDS				5,662,952.63	5,661,234.81	5,660,528.68	5,661,342.62	5,662,542.99	90,585,175.75
<b>PUBLIC SAFETY</b>									
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	80,000	-	-	-	-	-	-
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	425,000	22,100.00	21,180.00	20,260.00	19,340.00	9,840.00	92,720.00
TOTAL PUBLIC SAFETY CENTER	017112-5746			22,100.00	21,180.00	20,260.00	19,340.00	9,840.00	92,720.00
TOTAL EXEMPT				13,088,752.08	12,892,030.45	12,691,144.95	12,640,820.14	12,585,295.51	257,162,061.10
<b>PUBLIC SERVICE ENTERPRISES</b>									
<b>WATER DEBT</b>									
WATER TREATMENT PLANT	ART 42, 2002	12/22/11	473,000	-	-	-	-	-	89,957.50
WATER SYSTEM	ART 20, 2003	12/15/11	997,400	-	-	-	-	-	191,173.75
WATER MAINS REFINANCED	ART 43, 2002	12/19/12	235,050	19,788.00	-	-	-	-	62,940.00
WATER SYSTEM	ART 20, 2008	10/15/06	1,000,000	55,000.00	53,000.00	51,000.00	-	-	274,975.00
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	4,666,635	283,576.13	283,576.45	283,575.68	-	-	1,417,880.02
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	634,717	38,370.86	38,370.38	38,370.59	38,370.20	38,370.91	268,594.26
WATER SYSTEM	ART 20, 2003	12/1/07	1,472,000	80,062.50	77,218.75	74,331.25	71,443.75	-	471,581.25
WATER SYSTEM	ART 34, 2005	12/1/07	1,000,000	57,187.50	55,156.25	53,093.75	51,031.25	-	336,843.75
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	2,500,000	12,200.00	11,943.75	11,675.00	11,387.50	11,087.50	114,825.00
WATER MAINS	ART 31, 2010	12/19/12	500,000	32,187.50	31,187.50	30,187.50	29,187.50	28,437.50	325,343.76
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	500,000	33,781.26	32,531.26	31,781.26	31,031.26	30,281.26	369,781.32
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	1,439,000	94,587.50	91,087.50	88,987.50	86,887.50	84,787.50	1,035,387.50
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	500,000	-	-	-	-	-	107,500.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	1,000,000	67,562.50	65,062.50	63,562.50	62,062.50	60,562.50	739,562.50
GAC REPLACEMENT	ART 33, 2010	3/6/14	110,000	-	-	-	-	-	21,500.00
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012	6/19/15	500,000	52,000.00	-	-	-	-	162,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	500,000	52,000.00	-	-	-	-	162,000.00
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016	6/19/15	500,000	52,000.00	-	-	-	-	162,000.00
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014	6/19/15	500,000	52,000.00	-	-	-	-	162,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	340,000	31,200.00	-	-	-	-	102,400.00
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	1,375,800	148,340.00	142,940.00	133,620.00	-	-	740,155.00
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	1,308,000	110,925.00	106,675.00	102,425.00	99,025.00	96,475.00	1,121,025.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	464,300	39,150.00	37,650.00	36,150.00	34,950.00	34,050.00	391,950.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	276,800	25,350.00	24,350.00	23,350.00	22,550.00	17,025.00	229,925.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	464,300	39,150.00	37,650.00	36,150.00	34,950.00	34,050.00	391,950.00
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	93,500	6,525.00	6,275.00	6,025.00	5,825.00	5,675.00	65,325.00
WATER MAIN REPLACEMENT	ART 41, 2016	11/15/18	500,000	40,875.00	39,625.00	38,375.00	37,125.00	35,875.00	577,500.00
WATER MAIN REPLACEMENT	ART 27, 2017	11/15/18	1,500,000	122,625.00	118,875.00	115,125.00	111,375.00	107,625.00	1,732,500.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	11/15/18	200,000	20,475.00	19,725.00	18,975.00	18,225.00	17,475.00	193,125.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	11/15/18	90,000	7,175.00	6,925.00	6,675.00	6,425.00	6,175.00	76,000.00
WTP HEATING SYSTEM	ART 38, 2017	11/15/18	100,000	7,175.00	6,925.00	6,675.00	6,425.00	6,175.00	86,500.00
WATER MAIN REPLACEMENT	ART 41, 2016	12/18/19	500,000	38,031.26	36,781.26	35,531.26	34,281.26	33,031.26	571,172.01
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	597,000	45,500.00	44,000.00	42,500.00	41,000.00	39,500.00	678,000.00
WATER MAIN REPLACEMENT	ART 25, 2018	12/18/19	3,000,000	228,187.50	220,687.50	213,187.50	205,687.50	198,187.50	3,427,031.25
WATER MAIN REPLACEMENT	ART 29, 2019	12/18/19	2,000,000	152,125.00	147,125.00	142,125.00	137,125.00	132,125.00	2,284,687.50
WTP ELECTRICAL SUBSTATION REPLACEMENT	ART 27, 2018	12/17/20	1,306,400	99,025.00	95,775.00	92,525.00	89,275.00	86,025.00	1,548,850.00
WATER MAIN REPLACEMENT (MCWT 0% INTEREST)	VARIOUS	12/16/21	4,291,300.00	133,007.00	133,207.00	157,437.00	157,673.00	157,910.00	4,587,087.00
WTP ELECTRICAL SUBSTATION	ART 27 2018	12/16/21	3,500,000	277,375.00	268,625.00	259,875.00	251,125.00	242,375.00	4,515,092.56
WATER MAIN REPLACEMENT	ART 26 2020	12/16/21	2,757,000	221,100.00	214,100.00	207,100.00	200,100.00	193,100.00	3,555,964.03
WATER MAIN REPLACEMENT	ART 23 2021	12/16/21	3,000,000	237,750.00	230,250.00	222,750.00	215,250.00	207,750.00	3,870,079.17
WTP GENERATOR	ART 23 2021	12/16/21	1,000,000	79,250.00	76,750.00	74,250.00	71,750.00	69,250.00	1,290,026.39
WATER MAIN REPLACEMENT	ART 23, 2021	7/28/22	485,000	46,975.00	45,725.00	44,475.00	43,225.00	41,975.00	724,588.75
TOTAL WATER				3,681,551.31	3,224,375.10	3,155,965.79	2,608,368.22	2,408,455.93	39,236,779.07
<b>SEWER DEBT</b>									
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1,941,350	-	-	-	-	-	-
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/01	485,000	-	-	-	-	-	-
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1,495,000	-	-	-	-	-	-
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/11	1,798,550	-	-	-	-	-	-
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/19/12	936,650	87,057.00	-	-	-	-	87,057.00
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	10/15/06	1,000,000	55,000.00	53,000.00	51,000.00	-	-	159,000.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	10/15/06	4,002,000	220,000.00	212,000.00	204,000.00	-	-	636,000.00
SEWER SO MAIN ST (Betterment)	ART 35, 2004	12/1/07	1,225,000	68,625.00	66,187.50	63,712.50	61,237.50	-	259,762.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/1/07	4,458,000	255,899.98	246,759.36	237,478.11	193,918.74	-	934,056.19
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	12/1/07	500,000	28,593.76	27,578.13	26,546.88	25,515.63	-	108,234.40
SEWER	ART 33, 2006	3/15/09	350,000	15,665.00	15,025.00	14,287.58	13,652.50	13,017.50	71,647.58
SEWER SHAW SHEEN OUTFALL	ART 33, 2008	3/15/09	1,500,000	77,162.50	74,115.00	71,355.00	68,867.50	64,882.50	356,382.50
SEWER - DASCOMB ROAD (Betterment)	ART 36, 2007	3/15/09	200,000	10,412.50	9,987.50	9,562.50	9,137.50	8,712.50	47,812.50
SEWER KIRKLAND ROAD (Betterment)	ART 41, 2007	3/15/09	250,000	10,412.50	9,987.50	9,562.50	9,137.50	8,712.50	47,812.50
SEWER SHAW SHEEN PUMP STATION	ART 64, 2007	3/15/09	200,000	10,412.50	9,987.50	9,562.50	9,137.50	8,712.50	47,812.50
SEWER SHAW SHEEN OUTFALL	ART 33, 2008	2/24/11	300,000	19,331.26	18,731.26	18,131.26	17,531.26	16,931.26	122,625.06
SEWER	ART 46, 2010	12/22/11	225,000	12,200.00	11,943.75	11,675.00	11,387.50	11,087.50	89,725.00
SEWER MAINS	ART 51, 2001	2/24/11	200,000	12,887.50	12,487.50	12,087.50	11,687.50	11,287.50	81,750.00
SHAW SHEEN PUMPING STATION	ART 64, 2007	12/19/12	200,000	12,875.00	12,475.00	12,075.00	11,675.00	11,275.00	103,187.50
REPAIR SANITARY SEWER	ART 33, 2006	12/19/12	150,000	6,437.50	6,237.50	6,037.50	5,837.50	5,637.50	51,593.76
SEWER MAIN CONSTRUCTION	ART 51, 2008	12/19/12	300,000	19,312.50	18,712.50	18,112.50	17,512.50	17,062.50	154,781.26
SEWER MAIN CONSTRUCTION	ART 32, 2010	12/19/12	500,000	32,187.50	31,187.50	30,187.50	29,187.50	28,437.50	257,968.76
TOTAL SEWER	017102-5743			1,035,075.48	900,527.50	867,748.83	856,048.13	8	

# DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JULY 1, 2024									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2025	2026	2027	2028	2029	TOTAL ALL YEARS
<b>GENERAL FUND NON-EXEMPT</b>									
SCHOOL DEBT									
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12	480,000	47,700.00	45,900.00	-	-	-	93,600.00
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	200,000	10,600.00	10,200.00	-	-	-	20,800.00
SCHOOL HVAC	ART 46, 2006	12/1/07	200,000	-	-	-	-	-	-
WEST EL - ASBESTOS	ART 12, 2002	12/1/07	100,000	-	-	-	-	-	-
SCHOOL RENOVATIONS	ART 17, 2006	12/1/07	250,000	-	-	-	-	-	-
SCHOOL RENOVATIONS	ART 11, 2005	12/1/07	500,000	-	-	-	-	-	-
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	865,000	45,810.00	43,762.50	41,817.50	39,872.50	-	171,262.50
SCHOOL ROOF	ART 17, 2007	3/15/09	1,480,000	81,225.00	77,725.00	74,225.00	50,737.50	-	283,912.50
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	465,000	25,340.00	24,240.00	18,167.50	17,322.50	-	85,070.00
SCHOOL ROOF	ART 15, 2007	2/15/10	1,500,000	93,600.00	85,500.00	82,500.00	79,500.00	76,500.00	417,600.00
SCHOOL REMODELING	ART 28, 2007	2/15/10	300,000	17,700.00	17,100.00	16,500.00	15,900.00	15,300.00	82,500.00
SCHOOL REPAIRS	ART 27, 2008	2/15/10	1,000,000	59,000.00	57,000.00	55,000.00	53,000.00	51,000.00	275,000.00
SCHOOL REMODELING	ART 28, 2007	2/24/11	300,000	18,675.00	18,075.00	17,475.00	16,875.00	16,275.00	103,031.26
SCHOOL REPAIRS	ART 27, 2008	2/24/11	810,000	49,800.00	48,200.00	46,600.00	45,000.00	43,400.00	274,750.00
SCHOOL REPAIRS	ART 56, 2009	2/24/11	850,000	55,806.26	54,006.26	52,206.26	50,406.26	48,606.26	302,781.30
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	2,000,000	128,875.00	124,875.00	120,875.00	116,875.00	112,875.00	817,500.00
SCHOOL REMODELING	ART 16, 2011	12/22/11	925,000	54,900.00	53,746.88	52,537.51	51,243.76	49,893.76	403,762.55
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	655,000	36,600.00	35,831.25	35,025.00	34,162.50	33,262.50	269,175.00
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	525,000	30,500.00	29,859.38	29,187.51	28,468.76	27,718.76	224,312.55
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	650,000	38,662.50	37,462.50	36,262.50	35,062.50	33,862.50	245,250.00
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	1,000,000	74,750.00	72,150.00	69,550.00	66,950.00	-	283,400.00
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	530,000	32,187.50	31,187.50	30,187.50	29,187.50	28,437.50	257,968.76
BANCROFT SCHOOL	ART 1, 2013	3/6/14	927,000	60,806.26	58,556.26	57,206.26	55,856.26	54,506.26	537,243.80
SCHOOL REPAIRS	ART 36, 2013	3/6/14	900,000	60,806.26	58,556.26	57,206.26	55,856.26	54,506.26	537,243.80
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	2,400,000	162,150.00	156,150.00	152,550.00	148,950.00	145,350.00	1,432,650.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	1,250,000	93,700.00	89,700.00	87,300.00	84,900.00	82,500.00	438,100.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	1,500,000	119,000.00	115,000.00	112,000.00	109,000.00	106,000.00	664,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	285,000	19,800.00	19,200.00	18,750.00	18,300.00	17,850.00	176,662.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	432,500	43,900.00	42,300.00	38,250.00	-	-	124,450.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	475,000	49,500.00	47,700.00	45,900.00	-	-	143,100.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	475,000	49,500.00	47,700.00	45,900.00	-	-	143,100.00
COLLINS CENTER FAÇADE	ART 29, 2016	12/15/17	1,700,000	123,475.00	119,225.00	114,975.00	111,575.00	109,025.00	1,425,550.00
HIGH PLAINWOODHILL AC UPGRADE	ART 45, 2017	12/15/17	449,100	51,825.00	49,575.00	47,325.00	40,600.00	-	189,325.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	360,000	40,425.00	38,675.00	36,925.00	35,525.00	-	151,550.00
COLLINS CENTER FAÇADE	ART 29, 2016	11/15/18	300,000	24,525.00	23,775.00	23,025.00	22,275.00	21,525.00	295,200.00
HIGH PLAINWOODHILL AC UPGRADE	ART 45, 2017	11/15/18	275,000	30,625.00	29,375.00	28,125.00	26,875.00	25,625.00	140,625.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	11/15/18	370,000	42,875.00	41,125.00	39,375.00	37,625.00	35,875.00	196,875.00
MAJOR SCHOOL PROJECTS	ART 36, 2018	11/15/18	722,000	70,450.00	67,950.00	65,450.00	62,950.00	55,575.00	570,100.00
SCHOOL IMPROVEMNTS - SANBORN ELEMENTARY	ART 39, 2015	12/18/19	319,000	37,950.00	36,450.00	34,950.00	33,450.00	31,950.00	205,350.00
MAJOR SCHOOL PROJECTS	ART 28, 2019	12/17/20	600,000	57,000.00	55,000.00	53,000.00	51,000.00	49,000.00	568,200.00
MAJOR SCHOOL PROJECTS	ART 22, 2020	12/16/21	1,978,000	163,925.00	158,675.00	153,425.00	148,175.00	142,925.00	2,174,275.00
MAJOR SCHOOL PROJECTS	ART 38, 2019	12/16/21	180,000	26,350.00	25,350.00	24,350.00	23,350.00	17,475.00	164,875.00
MAJOR SCHOOL PROJECTS	ART 23, 2021	12/16/21	1,850,000	149,475.00	144,725.00	139,975.00	135,225.00	130,475.00	2,055,075.00
TOTAL SCHOOL	017102-5741			3,220,846.35	2,957,858.79	2,796,728.80	2,556,201.30	2,222,943.80	26,790,604.09

# DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JULY 1, 2024									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2025	2026	2027	2028	2029	TOTAL ALL YEARS
<b>GENERAL FUND NON-EXEMPT</b>									
<b>STREET</b>									
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	250,000	10,600.00	10,200.00	-	-	-	20,800.00
STORM DRAINS	ART 50, 2008	3/15/09	100,000	5,252.50	5,037.50	4,725.00	4,515.00	4,305.00	23,835.00
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	100,000	6,225.00	6,025.00	5,825.00	5,625.00	5,425.00	34,343.76
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	400,000	25,118.76	24,318.76	23,518.76	22,718.76	21,918.76	143,906.32
BRIDGE REPAIR	ART 24, 2011	12/22/11	100,000	6,100.00	5,971.88	5,837.51	5,693.76	5,549.76	44,862.55
PARKING LOT	ART 25, 2011	12/22/11	85,000	5,331.26	5,203.13	5,068.75	-	-	15,603.14
DRAINAGE	ART 33, 2011	12/22/11	200,000	12,200.00	11,943.75	11,675.00	11,387.50	11,087.50	89,725.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	280,000	18,487.50	17,887.50	17,287.50	11,687.50	11,287.50	97,950.00
BRIDGE REPAIR	ART 32, 2008	12/19/12	200,000	12,875.00	12,475.00	12,075.00	11,675.00	11,375.00	103,187.50
STORM DRAINAGE	ART 33, 2011	12/19/12	100,000	6,437.50	6,237.50	6,037.50	5,837.50	5,687.50	51,593.76
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	1,100,000	76,587.50	68,987.50	66,587.50	29,187.50	28,437.50	376,568.76
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	285,400	32,436.00	26,336.00	21,318.00	-	-	80,990.00
ENMORE STREET RECONSTRUCTION	ART 29, 2017	11/15/18	300,000	36,750.00	35,250.00	33,750.00	32,250.00	30,750.00	168,750.00
MINOR STORM DRAIN REPAIRS	ART 48, 2018	12/17/20	100,000	13,050.00	12,550.00	12,050.00	11,550.00	11,050.00	80,950.00
MINOR STORM DRAIN REPAIRS	ART 22, 2020	7/28/22	100,000	14,250.00	13,750.00	13,250.00	12,750.00	12,250.00	110,250.00
TOTAL STREET	017102-5744			356,493.10	323,623.52	298,465.52	222,327.52	214,567.52	2,118,832.87
<b>MUNICIPAL FACILITIES</b>									
TOWN HVAC	ART 46, 2006	12/1/07	250,000	-	-	-	-	-	-
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	255,000	10,212.50	9,777.50	9,245.00	8,815.00	-	38,050.00
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	290,000	15,537.50	14,882.50	14,227.50	8,600.00	8,200.00	61,447.50
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	75,000	3,957.50	3,792.50	3,627.50	3,365.00	1,742.50	16,485.00
TOWN BUILDINGS	ART 27, 2007	2/15/10	400,000	23,600.00	22,800.00	22,000.00	21,200.00	20,400.00	110,000.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	650,000	42,950.00	41,550.00	40,150.00	37,750.00	32,550.00	222,262.50
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	163,000	6,100.00	5,971.88	5,837.51	5,693.76	5,543.76	44,862.55
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	500,000	30,500.00	29,859.38	29,187.51	28,468.76	27,718.76	224,312.55
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	100,000	6,100.00	5,971.88	5,837.51	5,693.76	5,543.76	44,862.55
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	325,000	21,325.00	20,812.50	20,275.00	-	-	62,412.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	100,000	5,200.00	-	-	-	-	5,200.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	200,000	11,500.00	11,100.00	10,700.00	10,300.00	-	43,600.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	200,000	16,400.00	10,800.00	10,400.00	-	-	37,600.00
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	400,000	28,750.00	27,750.00	26,750.00	25,750.00	-	109,000.00
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	125,000	5,750.00	5,550.00	5,350.00	5,150.00	-	21,800.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	2,000,000	135,125.00	130,125.00	127,125.00	124,125.00	121,125.00	1,193,875.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	300,000	23,425.00	22,425.00	21,825.00	21,225.00	20,625.00	109,525.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	236,000	20,800.00	-	-	-	-	20,800.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	467,000	46,800.00	-	-	-	-	46,800.00
PLAYGROUND REPL & HANDICAP ACCESS	ART 41, 2014	6/19/15	150,000	15,000.00	-	-	-	-	15,000.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	387,600	37,600.00	37,000.00	37,004.00	33,252.00	-	113,760.00
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	1,153,400	94,500.00	91,500.00	88,500.00	85,875.00	83,625.00	680,625.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	333,000	31,700.00	31,700.00	28,560.00	-	-	93,200.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	12/15/17	315,250	34,500.00	33,000.00	31,500.00	25,375.00	-	124,375.00
MEMORIAL PLAYSTEAD PLAYGROUND	ART 67, 2016	12/15/17	108,650	11,400.00	10,900.00	10,400.00	5,075.00	-	37,775.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	8,868,000	474,225.00	473,225.00	476,600.00	471,925.00	474,425.00	11,379,842.00
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	288,300	34,000.00	27,625.00	26,375.00	25,375.00	-	113,375.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	270,800	28,875.00	27,625.00	26,375.00	25,375.00	-	108,250.00
SAFETY & COMMUNICATIONS UPGRADE PHASE II	ART 46, 2017	11/15/18	300,000	40,375.00	37,500.00	32,250.00	30,750.00	-	137,125.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	11/15/18	5,000,000	299,000.00	298,375.00	302,375.00	301,000.00	299,375.00	7,198,225.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	11/15/18	3,000,000	178,675.00	175,425.00	177,050.00	178,425.00	176,675.00	4,407,750.00
TOWN BUILDING PROJECTS	ART 34, 2018	11/15/18	775,000	71,750.00	69,250.00	66,750.00	64,250.00	61,750.00	609,000.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	11/15/18	173,000	17,625.00	17,625.00	16,750.00	16,125.00	15,375.00	84,375.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	11/15/18	226,575	21,325.00	20,575.00	14,950.00	14,450.00	13,950.00	191,500.00
PUBLIC WORKS SIDEWALK PLOW & DUMP TRUCK	ART 41, 2017	11/15/18	78,425	11,000.00	5,625.00	5,375.00	5,125.00	-	27,125.00
PUBLIC WORKS VEHICLES	ART 41, 2017	11/15/18	145,000	18,125.00	17,375.00	16,625.00	15,875.00	10,250.00	78,250.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/18/19	500,000	24,400.00	28,775.00	28,025.00	27,275.00	26,525.00	654,268.76
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	120,000	12,650.00	12,150.00	11,650.00	11,150.00	10,650.00	68,450.00
PUBLIC WORKS VEHICLES	ART 32, 2018	12/18/19	420,000	50,600.00	48,600.00	46,600.00	44,600.00	42,600.00	273,800.00
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/18/19	2,000,000	101,900.00	104,525.00	102,025.00	99,525.00	101,900.00	2,648,818.76
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/18/19	1,000,000	53,531.26	52,281.26	51,031.26	49,781.26	53,406.26	1,324,115.75
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/18/19	200,000	25,300.00	24,300.00	23,300.00	22,300.00	21,300.00	136,900.00
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	1,247,000	60,337.50	58,837.50	57,337.50	60,712.50	59,962.50	1,554,762.51
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	2,753,000	126,756.26	128,631.26	130,256.26	126,756.26	128,131.26	3,475,608.61
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	680,000	31,625.00	30,875.00	35,000.00	34,000.00	33,000.00	848,975.00
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	320,000	13,018.76	17,643.76	17,143.76	16,643.76	16,143.76	406,122.12
MAJOR TOWN BUILDING PROJECTS	ART 36, 2019	12/17/20	81,600	12,150.00	11,650.00	11,150.00	5,775.00	5,525.00	56,600.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/17/20	210,000	26,100.00	25,100.00	24,100.00	23,100.00	22,100.00	161,900.00
PUBLIC WORKS VEHICLES	ART 22, 2020	12/17/20	580,000	77,400.00	74,400.00	71,400.00	63,525.00	60,775.00	461,350.00
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/16/21	1,000,000	46,462.50	50,337.50	49,087.50	47,837.50	46,587.50	1,311,450.01
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/16/21	500,000	23,256.26	22,756.26	22,256.26	26,631.26	25,881.26	659,259.63
TOWN & SCHOOL ENERGY INITIATIVES	ART 23, 2021	12/16/21	200,000	27,300.00	26,300.00	25,300.00	24,300.00	23,300.00	190,500.00
LIBRARY MAKERSPACE RENOVATION	ART 23, 2021	12/16/21	225,000	32,925.00	31,675.00	30,425.00	24,300.00	23,300.00	206,625.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 22, 2020	7/28/22	50,000	7,125.00	6,875.00	6,625.00	6,375.00	6,125.00	55,125.00
TOTAL MUNICIPAL FACILITIES				3,014,893.69	2,794,104.68	2,743,937.07	2,566,848.82	2,353,586.32	45,843,503.95
<b>PENSION OBLIGATION BONDS NON-EXEMPT</b>									
TOTAL PENSION OBLIGATION BONDS	ART 7 2021	12/16/21	82,500,000	5,662,952.63	5,661,234.81	5,660,528.68	5,661,342.62	5,662,542.99	90,585,175.75
<b>PUBLIC SAFETY</b>									
FIRE APPARATUS REPLACEMENT AMBULANCE	ART 42, 2017	11/15/18	270,000	35,250.00	33,750.00	32,250.00	30,750.00	-	132,000.00
FIRE LADDER TRUCK	ART 33, 2018	11/15/18	1,100,000	89,925.00	87,175.00	84,425.00	81,675.00	78,925.00	1,082,400.00
FIRE APPARATUS REPLACEMENT	ART 35, 2019	12/18/19	314,000	61,500.00	-	-	-	-	61,500.00
FIRE APPARATUS REPLACEMENT	ART 22, 2020	12/17/20	700,000	69,500.00	67,000.00	59,625.00	57,375.00	55,125.00	649,725.00
FIRE APPARATUS REPLACEMENT	ART 22, 2020	7/28/22	50,000	-	-	-	-	-	-
TOTAL PUBLIC SAFETY	017102-5746			371,531.94	279,675.00	265,550.00	256,550.00	218,300.00	3,346,481.94
<b>LAND ACQUISITION</b>									
LAND ACQUISITION REFINANCE	ART 23, 2002	12/19/12	469,400	44,370.00	-	-	-	-	44,370.00
LAND ACQUISITION REFINANCE	ART 32, 2000	12/19/12	657,700	17,085.00	-	-	-	-	17,085.00
LAND ACQUISITION	ART 12, 2001	10/15/06	1,100,000	58,300.00	56,100.00	-	-	-	114,400.00
16 PEARSON ST	ART 3A, 2007	12/1/07	455,000	22,050.00	21,				

# DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JUNE 30, 2023 PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2024	2025	2026	2027	2028	TOTAL ALL YEARS
<b>STREET</b>									
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	250,000	11,000.00	10,600.00	10,200.00	-	-	43,195.00
STORM DRAINS	ART 50, 2008	3/15/09	100,000	5,467.50	5,252.50	5,037.50	4,725.00	4,515.00	34,985.00
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	100,000	6,425.00	6,225.00	6,025.00	5,825.00	5,625.00	47,393.76
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	400,000	25,918.76	25,118.76	24,318.76	23,518.76	22,718.76	196,543.84
BRIDGE REPAIR	ART 24, 2011	12/22/11	100,000	6,218.75	6,100.00	5,971.88	5,837.51	5,693.76	57,412.55
PARKING LOT	ART 25, 2011	12/22/11	85,000	5,450.01	5,331.26	5,203.13	5,068.75	-	26,615.66
DRAINAGE	ART 33, 2011	12/22/11	200,000	12,437.50	12,200.00	11,943.75	11,675.00	11,387.50	114,825.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	280,000	19,087.50	18,487.50	17,887.50	17,287.50	11,687.50	136,725.00
BRIDGE REPAIR	ART 32, 2008	12/19/12	200,000	13,275.00	12,875.00	12,475.00	12,075.00	11,675.00	130,137.50
STORM DRAINAGE	ART 33, 2011	12/19/12	100,000	6,637.50	6,437.50	6,237.50	6,037.50	5,837.50	65,068.76
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	1,100,000	79,187.50	76,587.50	73,987.50	71,387.50	68,787.50	542,743.76
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	285,400	33,486.00	32,436.00	31,386.00	30,336.00	29,286.00	147,962.00
ENMORE STREET RECONSTRUCTION	ART 29, 2017	11/15/18	300,000	38,250.00	36,750.00	35,250.00	33,750.00	32,250.00	246,750.00
MINOR STORM DRAIN REPAIRS	ART 48, 2018	12/17/20	100,000	13,550.00	13,050.00	12,550.00	12,050.00	11,550.00	108,550.00
MINOR STORM DRAIN REPAIRS	ART 22,2020	7/28/22	100,000	17,069.44	14,250.00	13,750.00	13,250.00	12,750.00	127,319.44
<b>TOTAL STREET</b>	017102-5744			293,460.46	281,701.02	262,173.52	239,005.52	164,877.52	2,026,227.27
<b>MUNICIPAL FACILITIES</b>									
TOWN HVAC	ART 46, 2006	12/1/07	250,000	-	-	-	-	-	16,320.00
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	255,000	10,545.00	10,212.50	9,777.50	9,245.00	8,815.00	59,570.00
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	290,000	16,192.50	15,537.50	14,882.50	14,227.50	8,600.00	94,487.50
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	75,000	4,020.00	3,957.50	3,792.50	3,627.50	3,365.00	24,685.00
TOWN BUILDINGS	ART 27, 2007	2/15/10	400,000	24,400.00	23,600.00	22,800.00	22,000.00	21,200.00	159,600.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	650,000	44,350.00	42,950.00	41,550.00	40,150.00	33,750.00	312,362.50
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	163,000	11,275.00	6,100.00	5,971.88	5,837.51	5,693.76	67,637.55
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	500,000	31,093.75	30,500.00	29,859.38	29,187.51	28,468.76	287,062.55
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	100,000	6,218.75	6,100.00	5,971.88	5,837.51	5,693.76	57,412.55
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	325,000	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	5,400.00	5,200.00	-	-	-	16,200.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	200,000	11,900.00	11,500.00	11,100.00	10,700.00	10,300.00	73,000.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	200,000	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	29,750.00	28,750.00	27,750.00	26,750.00	25,750.00	169,500.00
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	125,000	5,950.00	5,750.00	5,550.00	5,350.00	5,150.00	39,100.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	2,000,000	140,125.00	135,125.00	130,125.00	127,125.00	124,125.00	1,479,125.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	300,000	24,425.00	23,425.00	22,425.00	21,825.00	21,225.00	159,375.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	236,000	21,600.00	20,800.00	-	-	-	64,800.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	467,000	48,600.00	46,800.00	-	-	-	145,800.00
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	6/19/15	150,000	16,200.00	15,600.00	-	-	-	48,600.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	387,600	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	97,125.00	94,500.00	91,500.00	88,500.00	85,875.00	882,200.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	333,000	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	36,000.00	34,500.00	33,000.00	31,500.00	25,375.00	197,875.00
MEMORIAL PLAYSTEAD PLAYGROUND	ART 57, 2016	12/15/17	108,650	11,900.00	11,400.00	10,900.00	10,400.00	5,075.00	62,075.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	8,868,000	474,725.00	474,225.00	473,225.00	472,225.00	471,225.00	12,329,292.00
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	288,300	35,500.00	34,000.00	27,625.00	26,375.00	25,375.00	185,875.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	270,800	30,125.00	28,875.00	27,625.00	26,375.00	25,375.00	169,750.00
SAFETY & COMMUNICATIONS UPGRADE PHASE II	ART 46, 2017	11/15/18	300,000	42,125.00	40,375.00	33,750.00	32,250.00	30,750.00	223,125.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	11/15/18	5,000,000	299,375.00	299,000.00	298,375.00	302,375.00	301,000.00	7,797,100.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	11/15/18	3,000,000	176,800.00	178,675.00	175,425.00	177,050.00	178,425.00	4,759,225.00
TOWN BUILDING PROJECTS	ART 34, 2018	11/15/18	775,000	79,375.00	71,750.00	69,250.00	66,750.00	64,250.00	770,500.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	11/15/18	173,000	19,125.00	18,375.00	17,625.00	16,875.00	16,125.00	128,500.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	11/15/18	226,575	22,075.00	21,325.00	20,575.00	14,950.00	14,450.00	236,400.00
PUBLIC WORKS SIDEWALK PLOW & DUMP TRUCK	ART 41, 2017	11/15/18	78,425	11,500.00	11,000.00	5,625.00	5,375.00	5,125.00	50,625.00
PUBLIC WORKS VEHICLES	ART 41, 2017	11/15/18	145,000	18,875.00	18,125.00	17,375.00	16,625.00	15,875.00	116,750.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/18/19	500,000	24,900.00	24,400.00	28,775.00	28,025.00	27,275.00	704,568.76
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	120,000	18,275.00	12,650.00	12,150.00	11,650.00	11,150.00	105,750.00
PUBLIC WORKS VEHICLES	ART 32, 2018	12/18/19	420,000	57,725.00	50,600.00	48,600.00	46,600.00	44,600.00	391,500.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/18/19	2,000,000	104,150.00	101,900.00	104,525.00	102,025.00	99,525.00	2,854,243.76
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/18/19	1,000,000	49,656.26	53,531.26	52,281.26	51,031.26	49,781.26	1,424,428.27
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/18/19	200,000	26,300.00	25,300.00	24,300.00	23,300.00	22,300.00	190,500.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	1,247,000	61,837.50	60,337.50	58,837.50	57,337.50	60,712.50	1,674,812.51
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	2,753,000	129,756.26	126,756.26	128,631.26	130,256.26	126,756.26	3,732,997.13
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	680,000	32,375.00	31,625.00	30,875.00	30,000.00	34,000.00	914,475.00
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	320,000	13,268.76	13,018.76	17,643.76	17,143.76	16,643.76	432,909.64
MAJOR TOWN BUILDING PROJECTS	ART 36 2019	12/17/20	81,600	12,650.00	12,150.00	11,650.00	11,150.00	5,775.00	82,400.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 37 2019	12/17/20	210,000	27,100.00	26,100.00	25,100.00	24,100.00	23,100.00	222,225.00
PUBLIC WORKS VEHICLES	ART 22, 2020	12/17/20	580,000	80,400.00	77,400.00	74,400.00	71,400.00	63,525.00	625,150.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1 2019 STM	12/16/21	1,000,000	47,462.50	46,462.50	50,337.50	49,837.50	47,837.50	1,409,348.38
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24 2019	12/16/21	500,000	23,756.26	23,256.26	22,756.26	22,256.26	26,631.26	705,671.61
TOWN & SCHOOL ENERGY INITIATIVES	ART 23 2021	12/16/21	200,000	28,300.00	27,300.00	26,300.00	25,300.00	24,300.00	250,522.78
LIBRARY/MAKERSPACE RENOVATION	ART 23 2021	12/16/21	225,000	34,175.00	32,925.00	31,675.00	30,425.00	24,300.00	278,956.81
TOWN & SCHOOL ENERGY INITIATIVES	ART 22, 2020	7/28/22	50,000	8,534.72	7,125.00	6,875.00	6,625.00	6,375.00	63,659.72
<b>TOTAL MUNICIPAL FACILITIES</b>				2,710,041.26	2,635,019.04	2,489,479.68	2,449,062.07	2,281,723.82	47,803,819.52
<b>PENSION OBLIGATION BONDS NON-EXEMPT</b>									
TOTAL PENSION OBLIGATION BONDS	ART 7 2021	12/16/21	82,500,000	5,661,398.44	5,662,952.63	5,661,234.81	5,660,528.68	5,661,342.62	101,909,219.17
				5,661,398.44	5,662,952.63	5,661,234.81	5,660,528.68	5,661,342.62	101,909,219.17
<b>PUBLIC SAFETY</b>									
FIRE APPARATUS REPLACEMENT AMBULANCE	ART 42, 2017	11/15/18	270,000	36,750.00	35,250.00	33,750.00	32,250.00	30,750.00	207,000.00
FIRE LADDER TRUCK	ART 33, 2018	11/15/18	1,100,000	92,675.00	89,925.00	87,175.00	84,425.00	81,675.00	1,270,500.00
FIRE APPARATUS REPLACEMENT	ART 35, 2019	12/18/19	314,000	64,500.00	61,500.00	-	-	-	193,500.00
FIRE APPARATUS REPLACEMENT	ART 22, 2020	12/17/20	700,000	72,000.00	69,500.00	67,000.00	59,625.00	57,375.00	796,225.00
FIRE APPARATUS REPLACEMENT	ART 22, 2020	7/28/22	50,000	5,765.07	-	-	-	-	5,765.07
<b>TOTAL PUBLIC SAFETY</b>	017102-5746			271,690.07	256,175.00	187,925.00	176,300.00	169,800.00	2,472,990.07
<b>LAND ACQUISITION</b>									
LAND ACQUISITION REFINANCE	ART 23, 2002	12/19/12	469,400	47,640.00	44,370.00	-	-	-	141,

# GENERAL INSURANCE

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## 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		FY2022	FY2023	FY2024	FY2025	FY2025
INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019452	GENERAL INSURANCE					
5202	COMPREHENSIVE INS	\$649,008	\$669,020	\$664,400	\$730,840	\$803,924
5711	WORKER'S COMP	\$577,451	\$500,829	\$616,000	\$677,600	\$745,360
5975	TRANSFER TO TRUST	\$27,749	\$464	\$0	\$0	\$0
SUBTOTAL		\$1,254,208	\$1,170,313	\$1,280,400	\$1,408,440	\$1,549,284
<b>TOTAL GENERAL INSURANCE</b>		<b>\$1,254,208</b>	<b>\$1,170,313</b>	<b>\$1,280,400</b>	<b>\$1,408,440</b>	<b>\$1,549,284</b>

# 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 Unemployment Assistance. Payments are made to Department of Unemployment Assistance based upon actual claims costs.

	<b>Beginning Balance</b>	<b>Appropriations</b>	<b>Earnings</b>	<b>Expenditures</b>	<b>Closing Balance</b>
Fiscal 2023	\$632,729	\$164,000	\$25,056	\$134,969	\$686,816
Fiscal 2022	\$540,921	\$160,000	\$1,710	\$69,902	\$632,729
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

UNEMPLOYMENT COMPENSATION		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
UNEMPLOYMENT		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
019132	UNEMPLOYMENT COMPENSATION					
	5712 UNEMPLOYMENT COMP	\$160,000	\$164,000	\$168,100	\$172,303	\$172,303
	SUBTOTAL	\$160,000	\$164,000	\$168,100	\$172,303	\$172,303
	<b>TOTAL UNEMPLOYMENT COMP</b>	<b>\$160,000</b>	<b>\$164,000</b>	<b>\$168,100</b>	<b>\$172,303</b>	<b>\$172,303</b>

# 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 MIIA BC/BS to reduce its renewal rate from an initial +9.8% to just +2%. The budgetary increases in the health insurance appropriations during this period were largely due to new FTEs being added to the school budget.

On July 1, 2015 the Town became self-funded for health insurance. A deductible plan was implemented along with a 50% HRA reimbursement resulting on a 0% rate increase. On January 9, 2016 the 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 FY2025 appropriation for employee and retiree health insurance is \$25,135,936. This budget recommendation is based on an estimated increase in plan renewal rates effective July 1, 2024.

HEALTH INSURANCE		FY2022	FY2023	FY2024	FY2025	FY2025
HEALTH INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019142	HEALTH INSURANCE EXPENSES					
	5206 HEALTH INSURANCE	\$23,147,462	\$23,034,797	\$23,835,094	\$25,135,936	\$25,135,936
	SUBTOTAL	\$23,147,462	\$23,034,797	\$23,835,094	\$25,135,936	\$25,135,936
	<b>TOTAL HEALTH INSURANCE</b>	<b>\$23,147,462</b>	<b>\$23,034,797</b>	<b>\$23,835,094</b>	<b>\$25,135,936</b>	<b>\$25,135,936</b>

	BUDGET HEALTH INSURANCE	BUDGET RETIRED TEACHERS	TOTAL
FY2024	23,835,094		23,835,094
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

\*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 publicly 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 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.

For FY2025, the Town Manager is recommending a total appropriation of \$1,999,495 from the following sources: \$750,536 from Gen. Fund (Art. 4); \$125,131 from water and sewer rates, and \$1,123,828 from health insurance savings. The appropriation is a 2.5% increase from the FY2024 budget. The next actuarial valuation will reflect these results of these reform measures.

OPEB		FY2022	FY2023	FY2024	FY2025	FY2025
OTHER POST EMPLOYMENT BENEFITS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019152	OPEB					
5950	FIXED COSTS	\$1,696,026	\$1,753,413	\$1,812,834	\$1,874,364	\$1,874,364
	SUBTOTAL	\$1,696,026	\$1,753,413	\$1,812,834	\$1,874,364	\$1,874,364
	<b>TOTAL OPEB</b>	<b>\$1,696,026</b>	<b>\$1,753,413</b>	<b>\$1,812,834</b>	<b>\$1,874,364</b>	<b>\$1,874,364</b>

# **RETIREMENT FUND / COMPENSATION FUND / RESERVE FUND**

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## **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.

Concurrent with the town's effort to raise awareness of pension obligation bonds, the Andover Contributory

# **RETIREMENT FUND / COMPENSATION FUND / RESERVE FUND**

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 recently PERAC approved schedule, the savings is approximately \$142M.

RETIREMENT		FY2022	FY2023	FY2024	FY2025	FY2025
RETIREMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019112	RETIREMENT EXPENSES					
5721	PENSION CONTRIBUTORY	\$12,897,390	\$6,253,956	\$7,124,644	\$7,481,089	\$7,481,089
	SUBTOTAL	\$12,897,390	\$6,253,956	\$7,124,644	\$7,481,089	\$7,481,089
	<b>TOTAL RETIREMENT</b>	<b>\$12,897,390</b>	<b>\$6,253,956</b>	<b>\$7,124,644</b>	<b>\$7,481,089</b>	<b>\$7,481,089</b>

# **RETIREMENT FUND / 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.

<b>COMPENSATION FUND</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>COMPENSATION FUND</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
011301	COMPENSATION FUND SALARIES					
5199	COMPENSATION PLAN	\$155,326	\$296,339	\$0	\$0	\$0
	SUBTOTAL	\$155,326	\$296,339	\$0	\$0	\$0
	<b>TOTAL COMPENSATION FUND</b>	<b>\$155,326</b>	<b>\$296,339</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## **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.

<b>RESERVE FUND</b>		<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2025</b>
<b>RESERVE FUND</b>		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
011322	RESERVE FUND EXPENSES					
5700	UNCLASSIFIED EXP	\$0	\$0	\$200,000	\$200,000	\$200,000
	SUBTOTAL	\$0	\$0	\$200,000	\$200,000	\$200,000
	<b>TOTAL RESERVE FUND</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>

# SECTION 6



# REVENUE & EXPENDITURE PROJECTIONS

# REVENUE & EXPENDITURE PROJECTIONS

	FY2024	\$ Change	% Change	FY2025	\$ Change	% Change	FY2026	\$ Change	% Change	FY2027	\$ Change	% Change	FY2028	\$ Change	% Change	FY2029	\$ Change	% Change		
<b>REVENUE</b>																				
<b>Property Taxes</b>																				
Prior Year Levy	169,123,817	6,229,797	3.82%	175,279,716	6,155,899	3.64%	181,993,131	6,313,415	3.60%	188,064,381	6,471,250	3.56%	194,697,413	6,633,032	3.53%	201,496,270	6,798,857	3.49%		
2.17% Increase	4,228,095	155,744	3.82%	4,381,993	153,897	3.64%	4,539,828	157,835	3.60%	4,701,610	161,781	3.56%	4,867,435	165,526	3.53%	5,037,407	169,971	3.49%		
New Growth	(1,978,804)	(2,936,400)	-1.064%	(1,931,422)	(3,618)	0.19%	(1,931,422)	(3,618)	0.00%	(1,931,422)	(3,618)	0.00%	(1,931,422)	(3,618)	0.00%	(1,931,422)	(3,618)	0.00%		
Unused Excess Levy Capacity	(1,309,065)	(469,336)	55.87%	(300,000)	1,009,065	-77.08%	(300,000)	(300,000)	0.00%	(300,000)	(300,000)	0.00%	(300,000)	(300,000)	0.00%	(300,000)	(300,000)	0.00%		
Reserved Excess Levy Capacity	(2,336,399)	(163,754)	75.7%	(2,511,253)	(2,248,54)	9.67%	(2,777,301)	(226,048)	8.86%	(3,008,916)	(231,615)	8.84%	(3,246,698)	(237,782)	7.90%	(3,489,605)	(242,908)	7.48%		
Exempt Revenue	11,365,671	2,708,759	31.29%	13,047,920	1,677,249	14.76%	12,892,030	(150,890)	-1.16%	12,772,373	(119,657)	-0.93%	12,772,923	(44,450)	-0.35%	11,200,572	(1,572,351)	-12.00%		
<b>Total Property Taxes</b>	<b>183,009,923</b>	<b>8,231,670</b>	<b>4.71%</b>	<b>191,784,798</b>	<b>8,774,875</b>	<b>4.79%</b>	<b>197,879,111</b>	<b>6,094,313</b>	<b>3.18%</b>	<b>204,160,373</b>	<b>6,281,760</b>	<b>3.17%</b>	<b>210,677,495</b>	<b>6,516,625</b>	<b>3.19%</b>	<b>215,876,066</b>	<b>5,198,570</b>	<b>2.47%</b>		
State Aid	16,829,623	1,957,126	13.16%	16,852,064	22,441	0.13%	17,178,363	326,299	1.94%	17,511,188	332,825	1.94%	17,850,669	339,481	1.94%	18,196,941	346,271	1.94%		
Local Revenues	11,779,367	145,176	1.25%	11,981,109	201,742	1.71%	12,124,468	143,359	1.20%	12,270,094	145,626	1.20%	12,355,415	85,322	0.70%	12,504,967	149,552	1.21%		
Free Cash for CIP & Articles	2,889,172	(1,925,120)	-99.9%	2,095,000	(854,172)	-29.56%	2,570,843	535,843	26.33%	2,576,934	6,091	0.24%	2,472,441	(95,507)	-3.7%	2,576,934	(95,507)	-3.7%		
Other Revenues	2,174,690	111,867	5.42%	2,075,305	(96,385)	-4.43%	2,311,394	233,089	11.21%	2,532,601	221,207	9.5%	2,456,426	(76,175)	-3.10%	2,532,601	76,175	3.10%		
<b>TOTAL REVENUE</b>	<b>216,682,776</b>	<b>8,520,719</b>	<b>4.09%</b>	<b>224,731,316</b>	<b>8,048,540</b>	<b>3.71%</b>	<b>233,064,178</b>	<b>7,332,862</b>	<b>3.16%</b>	<b>239,051,887</b>	<b>6,987,509</b>	<b>3.01%</b>	<b>246,012,447</b>	<b>6,960,760</b>	<b>2.91%</b>	<b>251,687,509</b>	<b>5,675,062</b>	<b>2.31%</b>		
<b>EXPENSES</b>																				
<b>Capital and Debt Service</b>																				
Non-Exempt Debt Service	14,137,983	(480,431)	-3.29%	14,809,509	771,546	5.46%	16,461,227	1,551,718	10.41%	16,719,314	258,087	1.57%	16,786,091	66,777	0.40%	16,653,162	(132,929)	-0.79%		
Exempt Debt Service	11,365,671	2,650,173	30.41%	13,047,920	1,677,249	14.76%	12,892,030	(150,890)	-1.16%	12,691,145	(200,886)	-1.56%	12,691,320	(51,825)	-0.41%	12,587,671	(51,649)	-0.41%		
Cash Capital	4,190,000	1,433,500	52.00%	2,624,000	(1,566,000)	-37.37%	2,750,000	126,000	4.80%	3,100,000	350,000	12.73%	3,450,000	350,000	11.29%	3,800,000	350,000	10.14%		
<b>Total Capital and Debt Service</b>	<b>29,693,654</b>	<b>3,603,242</b>	<b>13.81%</b>	<b>30,576,429</b>	<b>882,795</b>	<b>2.97%</b>	<b>32,103,257</b>	<b>1,526,828</b>	<b>4.99%</b>	<b>32,510,458</b>	<b>407,201</b>	<b>1.27%</b>	<b>32,875,411</b>	<b>364,952</b>	<b>1.12%</b>	<b>33,040,832</b>	<b>165,422</b>	<b>0.50%</b>		
<b>Obligations</b>																				
Andover Contributory Retirement	7,124,644	870,689	13.92%	7,481,089	356,445	5.00%	7,855,142	374,053	5.00%	8,247,899	392,757	5.00%	8,660,294	412,395	5.00%	9,093,308	433,014	5.00%		
Health Insurance	23,835,094	800,297	3.47%	25,135,936	1,300,842	5.46%	27,066,585	2,130,649	8.48%	29,571,355	2,304,770	8.45%	32,064,294	2,492,399	8.43%	34,760,577	2,696,284	8.41%		
Other Post-Employment Benefits	1,812,834	594,21	3.39%	1,874,364	61,530	3.39%	1,979,360	104,996	5.60%	2,090,957	111,598	5.64%	2,209,613	118,655	5.67%	2,335,816	126,203	5.71%		
Insurance/Workers' Comp	1,280,400	11,640	10.00%	1,408,440	128,040	10.00%	1,549,284	140,844	10.00%	1,704,212	154,928	10.00%	1,874,634	170,421	10.00%	2,062,097	187,463	10.00%		
Unemployment Compensation	168,100	4,100	2.50%	172,303	4,202	2.50%	176,610	4,308	2.50%	181,025	4,415	2.50%	185,551	4,526	2.50%	190,190	4,639	2.50%		
Solid Waste	3,824,361	-	-	4,140,132	315,771	100.00%	4,584,145	414,013	10.00%	5,009,560	455,415	10.00%	5,510,516	500,956	10.00%	6,061,567	551,052	10.00%		
<b>Total Obligations</b>	<b>38,045,433</b>	<b>5,675,268</b>	<b>17.53%</b>	<b>40,212,264</b>	<b>2,166,831</b>	<b>5.70%</b>	<b>43,381,127</b>	<b>3,168,862</b>	<b>7.88%</b>	<b>46,805,009</b>	<b>3,423,882</b>	<b>7.88%</b>	<b>50,504,901</b>	<b>3,659,892</b>	<b>7.90%</b>	<b>54,503,555</b>	<b>3,998,654</b>	<b>7.92%</b>		
<b>Expenses - Other</b>																				
State Assessments	1,110,214	(41,762)	-3.63%	847,534	(2,628)	-0.31%	1,157,310	309,776	36.55%	1,184,381	26,871	2.38%	1,211,036	27,645	2.38%	1,240,262	28,826	2.48%		
Technical School Assessments	1,312,220	38,220	3.00%	1,351,587	39,367	3.00%	1,392,134	40,546	3.00%	1,433,898	41,764	3.00%	1,476,915	43,017	3.00%	1,521,223	44,307	3.00%		
Operating Reserve	625,000	16,469	2.71%	300,000	275,000	44.00%	800,000	(100,000)	-11.11%	800,000	800,000	100.00%	800,000	800,000	100.00%	800,000	800,000	100.00%		
Warrant Articles - Taxation	321,000	37,519	13.24%	1,052,033	731,033	227.74%	693,735	(488,298)	-33.11%	778,893	75,158	10.68%	854,795	75,902	9.46%	931,337	76,542	8.95%		
Warrant Articles - Free Cash	2,889,172	(1,925,120)	-99.9%	2,095,000	(854,172)	-29.56%	923,439	(1,111,561)	-54.62%	991,675	68,236	7.39%	1,088,852	97,177	9.86%	1,200,000	111,146	10.21%		
Other - Judgments/Deficits	78,347	100,000	100.00%	145,000	69,658	88.91%	150,000	1,995	1.35%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%		
<b>Total Expenses - Other</b>	<b>6,335,953</b>	<b>(1,796,327)</b>	<b>-22.09%</b>	<b>6,334,159</b>	<b>(1,794)</b>	<b>-0.03%</b>	<b>5,126,618</b>	<b>(1,207,540)</b>	<b>-19.06%</b>	<b>5,388,747</b>	<b>212,129</b>	<b>4.14%</b>	<b>5,582,488</b>	<b>243,741</b>	<b>4.57%</b>	<b>5,842,822</b>	<b>260,334</b>	<b>4.66%</b>		
<b>Expenses - Town Operations</b>																				
Town Budget	43,360,832	(2,361,497)	-5.58%	44,553,255	1,192,423	2.75%	45,778,469	1,225,215	2.75%	47,037,377	1,258,908	2.75%	48,330,905	1,293,528	2.75%	49,660,005	1,329,100	2.75%		
Offers and Transfers	520,000	-	0.00%	576,875	56,875	10.94%	633,939	57,064	9.89%	689,218	55,279	8.72%	744,602	55,384	8.04%	800,094	55,492	7.45%		
<b>Total Town Budget</b>	<b>43,880,832</b>	<b>(2,551,497)</b>	<b>-5.52%</b>	<b>45,130,130</b>	<b>1,249,288</b>	<b>2.85%</b>	<b>46,412,409</b>	<b>1,282,279</b>	<b>2.84%</b>	<b>47,726,595</b>	<b>1,314,187</b>	<b>2.83%</b>	<b>49,075,507</b>	<b>1,348,912</b>	<b>2.83%</b>	<b>50,480,099</b>	<b>1,384,592</b>	<b>2.82%</b>		
<b>Expenses - School Operations</b>																				
School Budget	99,600,924	3,600,033	3.75%	103,335,959	3,735,035	3.75%	107,111,058	3,875,098	3.75%	111,231,472	4,020,415	3.75%	115,402,652	4,171,180	3.75%	119,730,252	4,327,599	3.75%		
Offers and Transfers	(874,000)	(874,000)	0.00%	(874,000)	(874,000)	0.00%	(874,000)	(874,000)	0.00%	(874,000)	(874,000)	0.00%	(874,000)	(874,000)	0.00%	(874,000)	(874,000)	0.00%		
<b>Total School Budget</b>	<b>98,726,924</b>	<b>3,600,033</b>	<b>3.75%</b>	<b>102,477,959</b>	<b>3,735,035</b>	<b>3.75%</b>	<b>106,303,433</b>	<b>3,825,098</b>	<b>3.75%</b>	<b>110,277,847</b>	<b>3,970,415</b>	<b>3.73%</b>	<b>114,395,027</b>	<b>4,121,180</b>	<b>3.74%</b>	<b>118,672,627</b>	<b>4,277,599</b>	<b>3.74%</b>		
<b>TOTAL APPROPRIATIONS</b>	<b>216,682,776</b>	<b>8,520,719</b>	<b>4.09%</b>	<b>224,731,316</b>	<b>8,048,540</b>	<b>3.71%</b>	<b>233,326,843</b>	<b>8,595,427</b>	<b>3.82%</b>	<b>242,654,657</b>	<b>9,327,814</b>	<b>4.00%</b>	<b>252,433,334</b>	<b>9,776,677</b>	<b>4.03%</b>	<b>265,519,935</b>	<b>10,086,601</b>	<b>4.00%</b>		
Balance	(0)	(0)	(0)	(0)	(0)	(0)	(1,262,665)	(1,262,665)	(0)	(3,602,970)	(3,602,970)	(0)	(6,420,887)	(6,420,887)	(0)	(10,852,426)	(10,852,426)	(0)		

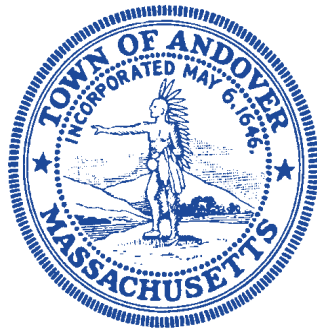
# REVENUE & EXPENDITURE PROJECTIONS

	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY25 ASSUMPTIONS
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION	
<b>REVENUES</b>							
<b>PROPERTY TAXES</b>							
Prior Year Tax Levy Limit	169,123,817	175,279,716	181,593,131	188,064,381	194,697,413	201,496,270	Beginning tax levy limit based on prior year full levy
Annual Increase	4,228,095	4,381,993	4,539,878	4,701,610	4,867,435	5,037,407	Additional 2.5% allowed by law
Certified New Growth	1,927,804	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	New growth estimate based on 10yr. adjusted avg.
Unused Tax Levy Capacity	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	Unused Levy
Reserved Unused Levy	(2,326,399)	(2,551,253)	(2,777,301)	(3,008,916)	(3,246,698)	(3,489,605)	Unused Levy POB
<b>TOTAL</b>	<b>172,653,318</b>	<b>178,741,878</b>	<b>184,987,080</b>	<b>191,388,497</b>	<b>197,949,572</b>	<b>204,676,494</b>	
<b>ADDITIONAL PROP. 2 1/2% PROPERTY TAXES</b>							
Debt Service Exclusion (Excl'd)	2,341,408	2,254,313	2,172,115	1,973,811	1,918,547	1,918,547	Existing bonded projects
Less Premium Adjustment	(52,209)	(65,832)	(80,455)	(93,078)	(106,703)	(123,499)	Per Town Act calculation
New Wisa Elementary/Shawheen Pre School	3,362,865	5,171,486	5,174,986	5,171,111	5,174,736	5,177,611	
Pension Obligation Bond (50% P81)	5,661,999	5,662,953	5,662,235	5,660,529	5,661,343	5,662,543	
<b>TOTAL</b>	<b>11,313,463</b>	<b>13,042,920</b>	<b>12,896,881</b>	<b>12,772,373</b>	<b>12,772,933</b>	<b>11,200,572</b>	
<b>STATE AID</b>							
Chapter 70 Education Aid	13,950,800	14,114,750	14,397,045	14,684,986	14,978,686	15,278,259	Cherry Sheet Estimate FY25, Increase 2% FY26-FY29
Charter Tuition/Capital Assessment Reimbursement	163,513	9,636	9,636	9,636	9,636	9,636	Level Funded
Reserve for Direct Expenditures (CS Offsets)	77,702	78,528	78,528	78,528	78,528	78,528	Level Funded
Veterans Benefits	34,486	11,603	11,603	11,603	11,603	11,603	Level Funded
Vet. Blind, Surv Spouse Exempt	67,302	65,920	65,920	65,920	65,920	65,920	Level Funded
State Owned Land	369,671	371,427	371,427	371,427	371,427	371,427	Level Funded
General Municipal Aid	2,102,995	2,244,204	2,244,204	2,289,088	2,334,870	2,381,567	Cherry Sheet Estimate FY25, Increase 2% FY26-FY29
<b>TOTAL</b>	<b>16,766,469</b>	<b>17,178,363</b>	<b>17,178,363</b>	<b>17,511,188</b>	<b>17,850,669</b>	<b>18,196,941</b>	
<b>GENERAL LOCAL REVENUES</b>							
Motor Vehicle Excise	5,736,611	5,822,660	5,880,887	5,939,696	5,999,093	6,059,084	Increase 1.5%
Licenses/Permits	2,401,315	2,437,335	2,461,708	2,486,326	2,511,189	2,536,301	Increase 1.5%
Penalties/Interest	480,000	480,000	480,000	480,000	480,000	484,800	Level Fund
Fines	132,500	132,500	132,500	132,500	132,500	133,825	Level Fund
General Government	276,586	276,586	276,586	276,586	276,586	279,352	Level Fund
Fees	61,000	61,000	61,000	61,000	61,000	61,610	Level Fund
Investment Income	208,080	222,552	227,003	231,543	236,174	238,536	Increase 2% FY26-FY29
Meals Tax	684,000	694,266	715,088	736,540	758,637	766,223	Increase 1.5%
Hotel/Motel Excise	1,157,700	1,175,066	1,198,567	1,222,538	1,246,989	1,259,459	Increase 1.5%
Medical Reimbursement	200,000	200,000	200,000	200,000	200,000	202,000	Level Fund
Miscellaneous/PILOTS	467,463	479,150	491,128	503,365	515,907	528,762	Increase 2.5%
<b>TOTAL</b>	<b>11,805,236</b>	<b>11,981,109</b>	<b>12,124,468</b>	<b>12,270,694</b>	<b>12,418,074</b>	<b>12,542,235</b>	
<b>DEFEASIBLE REVENUES</b>							
Community Services	556,531	576,531	576,531	576,531	576,531	576,531	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	60,000	60,000	60,000	60,000	60,000	60,000	
Spring Grove Cemetery	60,000	60,000	60,000	60,000	60,000	60,000	
Police Off-Duty Fee	70,000	70,000	70,000	70,000	70,000	70,000	
Ambulance	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	
<b>TOTAL</b>	<b>2,602,531</b>	<b>2,622,531</b>	<b>2,642,531</b>	<b>2,642,531</b>	<b>2,642,531</b>	<b>2,642,531</b>	
<b>ENTERPRISE FUNDS</b>							
Water and Sewer Rates and Operating Reserves	18,214,457	20,317,756	21,265,913	22,266,140	24,278,992	25,344,860	
<b>TOTAL</b>	<b>18,214,457</b>	<b>20,317,756</b>	<b>21,265,913</b>	<b>22,266,140</b>	<b>24,278,992</b>	<b>25,344,860</b>	
<b>OTHER AVAILABLE FUNDS- BUDGET</b>							
Off-Street Parking Fund (Operating Budget)	152,426	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	
TBD for Unemployment Compensation	6,000	6,000	6,000	6,000	6,000	6,000	Reserved direct expenditure within department budgets
Cemetery Perpetual Care	25,000	25,000	25,000	25,000	25,000	25,000	Cemetery Maintenance
CD&P Wetland Fee	208,426	208,426	208,426	208,426	208,426	208,426	Wetlands
<b>TOTAL</b>	<b>208,426</b>	<b>208,426</b>	<b>208,426</b>	<b>208,426</b>	<b>208,426</b>	<b>208,426</b>	
<b>OTHER AVAILABLE FUNDS- ARTICLES</b>							
Cash Operating	-	-	-	-	-	-	
Water/Sewer Reserves Articles	300,000	450,000	500,000	500,000	600,000	600,000	Water/Sewer Projections
Water/Sewer Reserves Operating	78,952	-	-	-	-	-	
Overlay Surplus	30,000	75,000	-	-	-	-	
Parking Funds	-	-	-	-	-	-	
Elder Service Stabilization Transfer	-	-	-	-	-	-	
UDL for Purpose	250,000	256,250	262,656	267,909	273,268	278,733	
UDL for P&B Stabilization	100,000	100,000	100,000	100,000	100,000	100,000	
Columbia Gas Settlement	778,952	881,250	862,656	867,909	973,268	878,733	
Bond Premium Stabilization	-	-	-	-	-	-	
<b>TOTAL</b>	<b>1,919,128</b>	<b>2,035,000</b>	<b>2,570,843</b>	<b>2,677,486</b>	<b>2,672,441</b>	<b>2,576,934</b>	
<b>FREE CASH</b>							
Capital Projects Articles	1,919,128	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	
Other Articles	-	-	-	-	-	-	
<b>TOTAL</b>	<b>1,919,128</b>	<b>2,035,000</b>	<b>2,570,843</b>	<b>2,677,486</b>	<b>2,672,441</b>	<b>2,576,934</b>	
<b>* GRAND TOTAL REVENUES *</b>	<b>236,761,999</b>	<b>246,682,934</b>	<b>254,809,161</b>	<b>262,604,645</b>	<b>271,721,897</b>	<b>278,266,745</b>	
<b>INCREASE OVER PRIOR YEAR</b>	<b>4.30%</b>	<b>4.40%</b>	<b>3.30%</b>	<b>3.10%</b>	<b>3.50%</b>	<b>2.40%</b>	

# REVENUE & EXPENDITURE PROJECTIONS

REVENUE AND EXPENDITURE PROJECTIONS	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY25 ASSUMPTIONS
EXPENDITURES	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION	
OBLIGATIONS							
Retirement							
Normal Cost	5,707,465	5,639,219	5,827,156	6,009,341	6,195,162	6,383,232	ARB 1/21/Funding Date 2040/5.75%
Unfunded Estimate	1,417,179	1,841,870	2,077,986	2,238,558	2,465,132	2,710,076	Per KMS 1/1/21 Revised Valuation Funding Schedule M-11/28/22/3.5% Inc FY28
Insurance/Workers Comp	1,280,400	1,408,440	1,549,284	1,704,212	1,874,634	2,062,097	Per KMS 4/17/2023 Preliminary Valuation - Schedule B3
Unemployment Compensation	168,100	172,303	176,610	181,025	185,551	190,190	Premium Based Program - 10% Inc
Health Insurance	26,056,742	27,620,147	29,829,758	32,216,139	34,793,430	37,576,904	Increase 2.5%
Health Insurance Savings Offset to OPEB	(1,080,604)	(1,123,828)	(1,168,781)	(1,215,533)	(1,264,154)	(1,314,720)	Per Health Insurance Plan - 6% for FY25; 8% for FY26-FY29
Health Insurance Savings New Employee Contributions	(1,141,044)	(1,360,382)	(1,394,392)	(1,210,000)	(1,240,250)	(1,271,256)	Retiree Savings to OPEB/Contribution Change
State Assessments	1,023,873	769,056	788,282	807,989	828,189	848,894	EFF 7/1/17 Emp 30%/Town 70% HMO Plans 20 New per Yr
Overlay	625,000	900,000	800,000	800,000	800,000	800,000	Based on Cherry Sheet Estimates for FY25; 2.5% for FY25-FY29
OPEB Original	732,230	750,536	769,300	788,532	808,245	828,452	Revaluation FY25
OPEB Additional Retiree Savings	1,080,604	1,123,828	1,168,781	1,215,533	1,264,154	1,314,720	Increase 2.5%
Technical Schools	1,312,220	1,351,587	1,392,134	1,433,898	1,476,915	1,521,223	Per OPEB Funding Schedule
Solid Waste	3,824,361	4,140,132	4,554,145	5,009,560	5,510,516	6,061,567	Increase 3%
Water and Sewer Operating/Debt Budget	15,171,717	16,754,679	17,091,171	17,807,165	18,011,335	6,228,614	Per TM Projection/OPEB/Est Retirement Included/FY23 Debt Included
Reserve for Direct Expenditures	78,478	78,478	78,478	78,478	78,478	78,478	Cherry sheet offsets
Other Local Expenditures (Deficits to be Raised)	136,418	148,005	150,000	150,000	150,000	150,000	Overlay/court judgments, deficits to be raised
TOTAL	56,939,140	60,214,069	63,639,913	66,014,898	71,937,337	64,168,470	
DEBT SERVICE							
Existing Non-Exempt General Fund Debt	6,549,143	6,146,746	5,874,338	5,569,867	5,025,735	4,355,024	Actual Debt
Appropriated/Not Borrowed Non-Exempt General Fund	1,742,421	1,891,595	2,954,902	3,075,713	2,996,940	2,698,168	Per 10/6/22 GF Debt Analysis
New General Fund CIP PROJECTS	-	305,590	1,248,127	1,690,580	2,379,447	3,214,802	Per 10/6/22 GF Debt Analysis
School Debt Service	-	537,625	537,625	537,625	537,625	537,625	
Pension Obligation Bond (50% Non-Exempt)	5,661,399	5,662,953	5,661,235	5,661,343	5,662,543	5,662,543	
Pension Obligation Bond (50% Exempt)	5,661,399	5,661,399	5,661,235	5,661,235	5,660,529	5,660,529	
BAN Interest Non-Exempt	80,000	260,000	80,000	80,000	80,000	80,000	
General Fund Bond Issue Expense	105,000	105,000	105,000	105,000	105,000	105,000	
New Exempt Debt-West EI	-	-	-	-	-	-	
Existing Exempt Debt - School and Public Safety Center	5,704,272	7,379,967	7,307,646	7,111,844	7,066,580	5,539,613	Actual Debt
TOTAL	25,503,634	27,952,429	29,430,108	29,491,687	30,039,014	27,853,734	
Capital Projects Fund from taxation	4,190,000	2,624,000	2,750,000	3,100,000	3,450,000	3,800,000	
Capital Projects Fund from taxation	4,190,000	2,624,000	2,750,000	3,100,000	3,450,000	3,800,000	
OFFSET/AVAILABLE FUNDS EXPENDITURES							
Medicaid services	2,602,531	2,622,531	2,642,531	2,642,531	2,642,531	2,642,531	
Offset Local Revenues	207,426	207,426	207,426	207,426	207,426	207,426	
Other Available Funds- Budget	2,809,957	2,829,957	2,849,957	2,849,957	2,849,957	2,849,957	
TOTAL	5,619,914	5,659,914	5,699,914	5,699,914	5,699,914	5,699,914	
ARTICLES							
Transfer to Stabilization Fund	-	-	-	-	-	-	
Transfer to POB Stabilization Reserve Fund	240,000	800,033	676,735	751,893	827,795	904,337	
Capital Projects Articles - Free Cash	1,919,128	2,035,000	2,570,843	2,677,486	2,672,441	2,576,934	
Other Articles - Free Cash	-	-	-	-	-	-	
Operating Budget (580) - Free Cash/Deficits	800,000	450,000	500,000	500,000	600,000	600,000	
Articles from Water/Sewer reserves/rates	-	-	-	-	-	-	
Elder Services Stabilization Transfer	-	-	-	-	-	-	
Cable Operating	81,000	252,000	252,000	252,000	252,000	252,000	
Articles from taxation	6,000	6,000	6,000	6,000	6,000	6,000	
Debt Re-Purpose	3,046,128	3,543,033	4,005,578	4,187,379	4,358,236	4,339,271	
Other Available Funds	-	-	-	-	-	-	
TOTAL	92,488,859	97,163,488	102,675,556	107,643,921	112,634,544	103,011,432	
• TOTAL DEDUCTIONS •	236,261,999	246,682,934	254,809,161	262,604,645	271,721,897	278,266,745	

# SECTION 7



# PROPERTY TAX INFORMATION

# PROPERTY TAX INFORMATION

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## 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	Total Tax	% Increase
	Levy Limit Prior Year	Levy Within 2 1/2	Levy Capacity**			Debt Exclusion
2025*	181,596,477	178,970,078	2,851,253	13,182,992	192,153,070	4.9%
2024	175,282,980	171,783,582	3,499,398	11,313,463	183,097,045	4.8%
2023	169,123,815	166,112,811	3,011,004	8,656,912	174,769,723	5.6%
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%

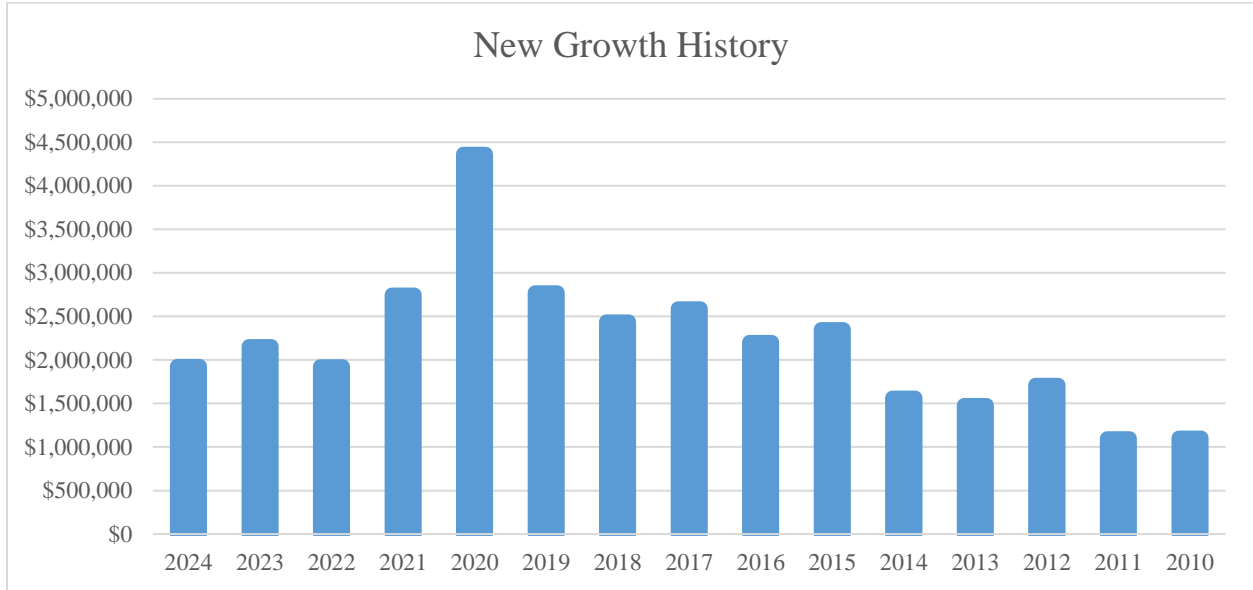
\*Projection - based on budget and warrant article recommendations for the 2024 Annual Town Meeting

\*\* Includes Reserved Unused Excess Capacity (POB)

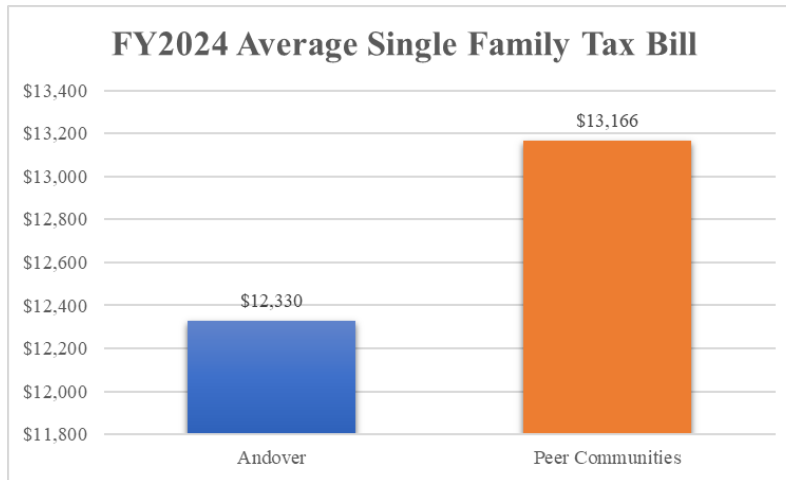
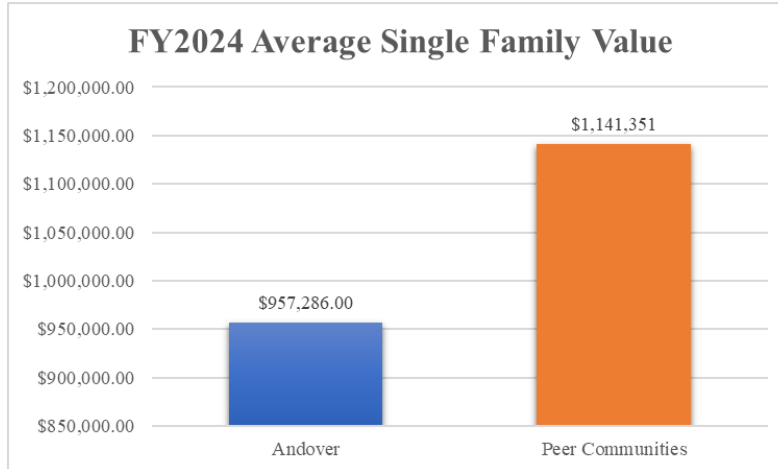
## Tax Growth from New Construction Activities

Fiscal Year	Residential/Open	Commercial/	Personal	New Growth	New Growth Town Meeting
	Space	Industrial	Property	Total	Estimate
2024	332,966	898,326	696,512	1,927,804	1,931,422
2023	618,520	317,023	1,221,901	2,157,444	1,931,422
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

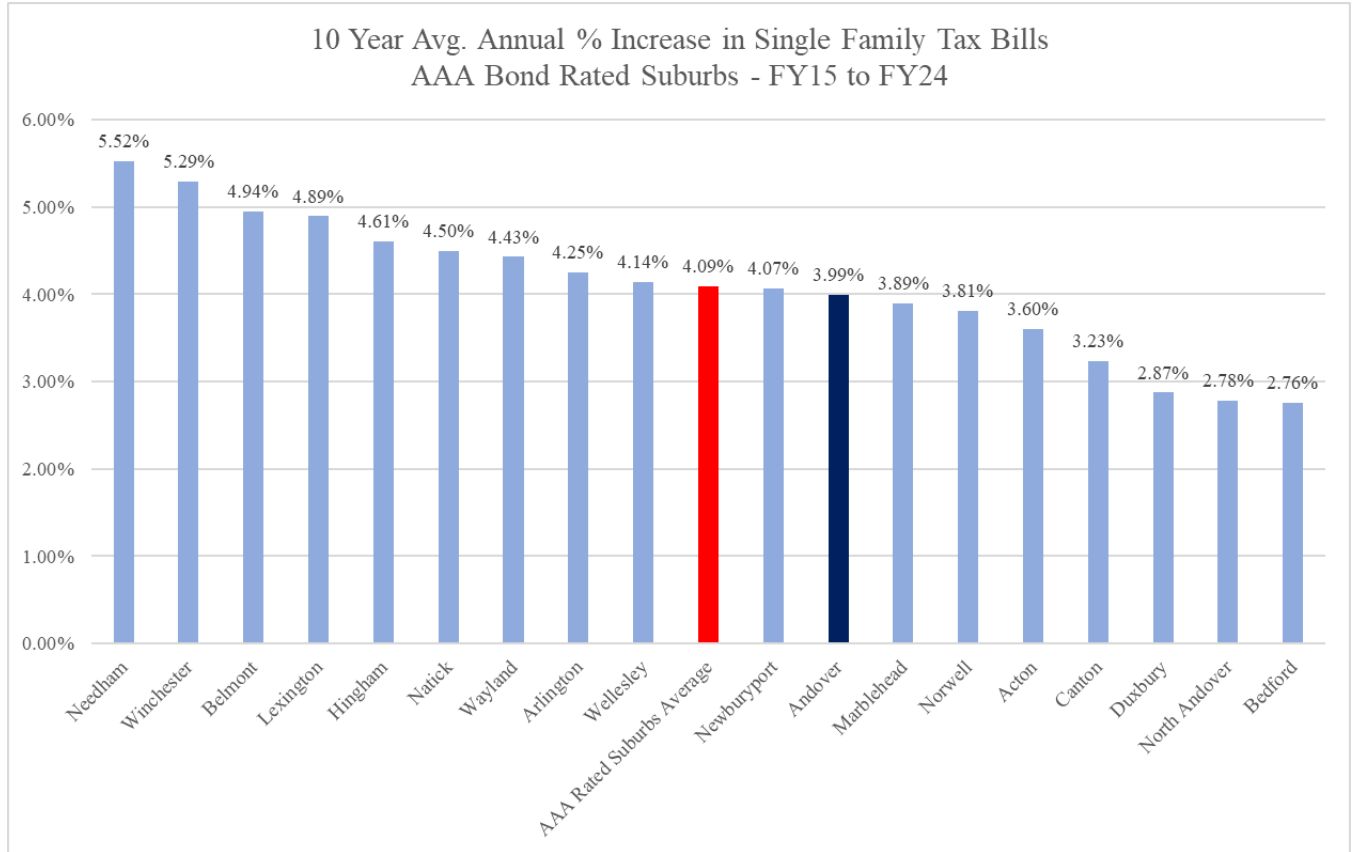


# PROPERTY TAX INFORMATION



<b>FY2024 Valuation Breakdown - Single Family Homes</b>		
Valuation Range (\$)	Number of Parcels	Percent of Total (Count)
0 to 300,000	4	0.0%
300,001 to 400,000	22	0.3%
400,001 to 500,000	126	1.4%
500,001 to 600,000	431	4.9%
600,001 to 700,000	1,009	11.6%
700,001 to 800,000	1,637	18.7%
800,001 to 900,000	1,603	18.4%
900,001 to 1,000,000	1,128	12.9%
1,000,001 to 1,100,000	725	8.3%
1,100,001 to 1,200,000	571	6.5%
1,200,001 to 1,300,000	429	4.9%
1,300,001 to 1,400,000	250	2.9%
1,400,001 to 1,500,000	217	2.5%
1,500,001 to 2,000,000	415	4.8%
2,000,000 and up	166	1.9%
<i>Total</i>	8,733	100.0%

# PROPERTY TAX INFORMATION



	Average Single Family Tax Bill - FY2015	Average Single Family Tax Bill - FY2024	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	\$8,648	\$12,330	\$3,682	\$399	42.58%	3.99%
AAA Rated Suburbs Average	\$9,128	\$13,119	\$3,992	\$439	43.12%	4.09%

Municipality	Average Single Family Tax Bill - FY2015	Average Single Family Tax Bill - FY2024	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
Acton	\$10,128	\$13,992	\$3,864	\$416	38.15%	3.60%
<b>Andover</b>	<b>\$8,648</b>	<b>\$12,330</b>	<b>\$3,682</b>	<b>\$399</b>	<b>42.58%</b>	<b>3.99%</b>
Arlington	\$7,306	\$10,751	\$3,445	\$365	47.15%	4.25%
Bedford	\$8,607	\$11,074	\$2,467	\$261	28.66%	2.76%
Belmont	\$10,938	\$17,057	\$6,119	\$649	55.94%	4.94%
Canton	\$6,066	\$7,973	\$1,907	\$217	31.44%	3.23%
Duxbury	\$9,504	\$12,182	\$2,678	\$300	28.18%	2.87%
Hingham	\$8,679	\$12,839	\$4,160	\$461	47.93%	4.61%
Lexington	\$12,191	\$18,502	\$6,311	\$702	51.77%	4.89%
Marblehead	\$7,669	\$10,778	\$3,109	\$342	40.54%	3.89%
Natick	\$6,630	\$10,021	\$3,391	\$356	51.15%	4.50%
Needham	\$9,240	\$14,994	\$5,754	\$623	62.27%	5.52%
Newburyport	\$6,694	\$9,410	\$2,716	\$309	40.57%	4.07%
North Andover	\$6,851	\$8,849	\$1,998	\$211	29.16%	2.78%
Norwell	\$9,183	\$12,810	\$3,627	\$399	39.50%	3.81%
Wayland	\$12,049	\$16,852	\$4,803	\$588	39.86%	4.43%
Wellesley	\$13,326	\$18,690	\$5,364	\$622	40.25%	4.14%
Winchester	\$10,588	\$17,043	\$6,455	\$685	60.97%	5.29%

# SECTION 8



# CAPITAL IMPROVEMENT PROGRAM (CIP)

# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEAR 2025 CAPITAL IMPROVEMENT PROGRAM (CIP) TOWN MANAGER'S RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$31,406,271 for FY2025. 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 FY2025 CIP of \$18,328,126 from the following funding sources:

General Fund Revenue:	\$ 2,624,000
Free Cash:	\$ 2,035,000
General Fund Non-Exempt Borrowing:	\$ 4,980,000
Special Dedicated Funds:	\$ 1,395,126
Water & Sewer Enterprise Funds:	\$ 7,294,000
<b>Town Manager's Total CIP Recommendation for FY2025:</b>	<b><u>\$ 18,328,126</u></b>

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

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2025 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

TC-1	High-Speed Ballot Tabulator	\$25,000
FIN-2	Participatory Capital Budgeting	\$35,000
POL-2	Firearms Replacement	\$65,000
DPW-7a	Public Works Vehicles - Small	\$60,000
DPW-28	Spring Grove Cemetery Maintenance	\$20,000
FAC-1	Town Projects - Building Division	\$475,000
FAC-2	Town Projects - Mechanical Electrical Division	\$644,000
FAC-4	Town Vehicles	\$90,000
SCH-1	School-Wide Maintenance Programs	\$930,000
SCH-2	School - Projects by Building	\$280,000

**Total from General Fund Revenue** **\$2,624,000**

### **From Free Cash:**

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

TM-1	Facility Master Plan Update	\$50,000
TM-2	Traffic and Intersection Safety Studies	\$25,000
TM-3	Hazard Tree Removal	\$150,000
IT-1	Annual Staff Device Refresh	\$340,000
IT-2	Annual Student Device Refresh	\$250,000
POL-1	Police Vehicle Replacement	\$205,000
DPW-2	Minor Sidewalk Repairs	\$200,000
DPW-4	Town Sidewalk Program	\$775,000
DPW-6	Storm Water Management	\$40,000

**Total from Free Cash** **\$2,035,000**

# CAPITAL IMPROVEMENT PROGRAM

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## **From General Fund Non-Exempt Borrowing:**

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

IT-3	IT Infrastructure	\$350,000
FR-2	Radio Box Repeater System	\$130,000
FR-4	Thermal Imaging Camera Replacement	\$45,000
DPW-7b	Public Works Vehicles - Large	\$560,000
DPW-8	Minor Storm Drainage Improvements	\$650,000
DPW-9	Town Bridge Evaluation & Maintenance	\$200,000
FAC-3	Town and School Security Projects	\$130,000
FAC-5	Town Parks and Playground Improvements	\$600,000
FAC-6	Major Town Projects	\$900,000
FAC-7	Town / School Energy Initiatives	\$115,000
SCH-5	Major School Projects	\$1,300,000
<b>Total from General Fund Borrowing</b>		<b>\$4,980,000</b>

## **From Special Dedicated Funds:**

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

DPW-1	Major Annual Road Maintenance (Ch 90)	\$1,395,126
<b>Total from Special Dedicated Funds</b>		<b>\$1,395,126</b>

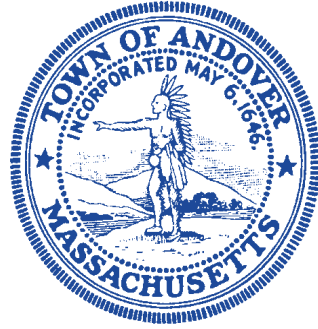
## **From Water and Sewer Enterprise Funds:**

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

DPW-14	Major Water Main Replacement/ Dist. Improvements Project (WEB)	\$6,000,000
DPW-18	Water Treatment GAC Replacement (WEB)	\$294,000
DPW-24	Sanitary Sewer Collection System Improvements (SER)	\$250,000
DPW-25	Shawsheen River Sewer Interceptor Improvements (SEB)	\$500,000
DPW-30	Inflow/Infiltration (I/I) Removal Program (SER)	\$250,000
<b>Total from Water &amp; Sewer Enterprise Funds</b>		<b>\$7,294,000</b>

CIP Total for FY2025 \$18,328,126

# SECTION 9



## BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

# **BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION**

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## **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](http://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
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
2022	8,224,998	4.18%	3,414,292	4,810,706
2023	10,079,412	4.97%	2,903,172	7,176,240

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**

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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**

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- 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**

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## **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**

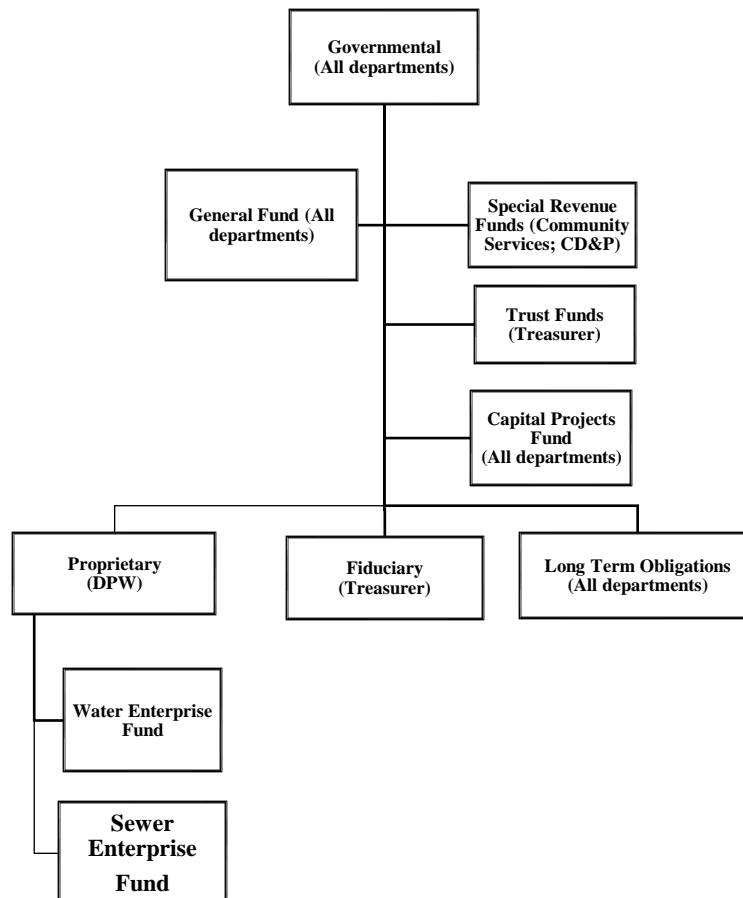
The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

## **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®

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## Summary:

# Andover, Massachusetts; General Obligation; Note

### Primary Credit Analyst:

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## Summary:

# Andover, Massachusetts; General Obligation; Note

### Credit Profile

US\$55.54 mil GO mun purp loan bnds ser 2023 due 12/01/2053		
<i>Long Term Rating</i>	AAA/Stable	New
US\$13.35 mil GO BANs dtd 12/15/2023 due 12/13/2024		
<i>Short Term Rating</i>	SP-1+	New
Andover GO		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Andover GO BANs dtd 12/15/2023 due 12/13/2024		
<i>Short Term Rating</i>	SP-1+	Affirmed

### Credit Highlights

- S&P Global Ratings assigned its 'AAA' long-term rating to Andover, Mass.' \$55.54 million series 2023 general obligation (GO) bonds.
- We also assigned our 'SP-1+' short-term rating to the town's \$13.35 million GO bond anticipation notes (BANs).
- At the same time, S&P Global Ratings affirmed its 'AAA' rating on the town's existing GO debt and its 'SP-1+' short-term rating on existing BANs.
- The outlook, where applicable, is stable.

### Security

The town's full-faith-and-credit pledge, subject to Proposition 2 1/2 limitations, secures the bonds and BANs. 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.

The short-term rating reflects our opinion of Andover's general creditworthiness and low market risk profile, reflecting our view of the town's strong legal authority to issue long-term debt to take out the BANs and its ongoing disclosure to the market.

Bond and note proceeds will finance various general capital, the West Elementary school project, and water/sewer projects.

### Credit overview

Andover's overall credit profile is very stable, supported by its robust and predominantly residential local economy further characterized by very high wealth levels. The town has historically posted breakeven to surplus financial results, which continued in fiscal 2023 as revenues outperformed the budget by about \$7 million on a budgetary basis and available reserves increased to about \$27.3 million, or 12.5% of budgeted general fund expenditures; while the

town is expecting to add to reserves over upcoming fiscal years, we note current levels are slightly below-average compared with 'AAA' state-peers. We expect Andover will maintain positive operations and reserve levels while also funding its comprehensive capital improvement plan, largely on a pay-go basis. The town's well-embedded financial management policies and practices continue to support its positive operations.

Andover has about \$395.4 million in total direct debt outstanding after this issuance, much of which consists of the town's \$165 million pension obligation debt which was issued in November 2021 and partially excluded from the debt limit by voters. While we view the town's debt as weak, we believe the town currently has sufficient financial flexibility to leverage should the budget be pressured. Officials anticipate one more issuance to close out the West Elementary school project, although it is expected to be less than anticipated due to higher MSBA reimbursement. The town is still in community discussions for a potential high school project; in the November 2023 special town meeting, voters approved about \$50 million in design funding for an interim plan while a new high school construction project failed to gain voter approval. We believe the town's credit rating could be negatively pressured if future debt issuances resulted in debt metrics deteriorating to very weak.

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

- Primarily residential economy with a commercial component slated for long-term growth as Procter and Gamble intends to move manufacturing over a three-year period, resulting in further tax base and revenue growth;
- Formalized and comprehensive financial management policies--consisting of formal debt management, investment and reserve policies and forward-looking planning--providing a predictable operating environment;
- Consistent positive financial performance and expectation that reserve levels will be maintained above 10% of expenses; and
- Weak debt profile given the town's elevated debt burden following the 2021 issuance of its pension obligation bonds (POBs) and potential future debt issuances, although debt service costs (about 4% of expenditures) remain manageable.

### **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 neutral in our credit analysis. Despite its location along the Merrimack River, Andover does not experience material flooding.

## **Outlook**

The stable outlook reflects our view that the town's very strong economic indicators and prudent financial management practices will continue to support consistent financial results and management of fixed costs.

### **Downside scenario**

We could consider a negative rating action should Andover's financial performance and flexibility experience significant and sustained deterioration, or if future debt issuances materially pressure its debt profile and deteriorate metrics to very weak levels.

Andover, Massachusetts--key credit metrics	Most recent	Historical information		
		2022	2021	2020
<b>Very strong economy</b>				
Projected per capita EBI % of U.S.	203	200	197	196
Market value per capita (\$)	294,862	260,311	250,122	243,187
Population		37,104	36,093	36,182
County unemployment rate(%)		3.9		
Market value (\$000)	10,940,571	9,658,565	9,027,671	8,799,099
Ten largest taxpayers % of taxable value	6.7			
<b>Strong budgetary performance</b>				
Operating fund result % of expenditures		0.4	-1.6	2.2
Total governmental fund result % of expenditures		1.6	0.0	0.9
<b>Strong budgetary flexibility</b>				
Available reserves % of operating expenditures		10.5	9.6	12.0
Total available reserves (\$000)		21,889	20,831	24,213
<b>Very strong liquidity</b>				
Total government cash % of governmental fund expenditures		33	28	31
Total government cash % of governmental fund debt service		760	638	656
<b>Very strong management</b>				
Financial Management Assessment	Strong			
<b>Weak debt &amp; long-term liabilities</b>				
Debt service % of governmental fund expenditures		4.3	4.4	4.7
Net direct debt % of governmental fund revenue	161			
Overall net debt % of market value	3.4			
Direct debt 10-year amortization (%)	48			
Required pension contribution % of governmental fund expenditures		5.6		
OPEB actual contribution % of governmental fund expenditures		2.9		
<b>Strong institutional framework</b>				

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

## Related Research

Through The ESG Lens 3.0: The Intersection Of ESG Credit Factors And U.S. Public Finance Credit Factors, March 2, 2022

Ratings Detail (As Of November 30, 2023)		
Andover GO mun purp In		
Long Term Rating	AAA/Stable	Affirmed
Andover GO mun purp loan of 2022 bnds ser 2022 due 07/15/2052		
Long Term Rating	AAA/Stable	Affirmed

**Ratings Detail (As Of November 30, 2023) (cont.)**

Andover GO BANs

*Short Term Rating*

SP-1+

Affirmed

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.spglobal.com/ratings](http://www.spglobal.com/ratings) for further information. Complete ratings information is available to RatingsDirect subscribers at [www.capitaliq.com](http://www.capitaliq.com). All ratings affected by this rating action can be found on S&P Global Ratings' public website at [www.spglobal.com/ratings](http://www.spglobal.com/ratings).

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## GLOSSARY OF TERMS

<b>Appropriation :</b>	A sum of money devoted to a specific purpose, typically approved by a vote of Town Meeting.
<b>Assessment/Offsets:</b>	The amount the State automatically deducts from Local Aid to cover town-shared expenses.
<b>Balanced Budget:</b>	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.
<b>Bond Anticipation Note (BAN):</b>	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).
<b>Capital (Includes Debt Service):</b>	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.
<b>Cherry Sheet:</b>	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.
<b>Chapter 70 School Aid Cherry Sheet:</b>	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.
<b>Chapter 90 Highway Funds:</b>	State funds derived from periodic transportation bond authorizations and apportioned to communities for roadway projects based on a formula under the provision of MGL Ch. 90 §34.
<b>Collective Bargaining:</b>	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.
<b>Debt Exclusion:</b>	A debt exclusion vote allows a town to raise tax revenue in addition to that generated under the Proposition 2½ levy. This additional tax revenue pay for debt (principal and interest) borrowed for a specific purpose.
<b>Debt Limit:</b>	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.

## GLOSSARY OF TERMS

<b>Enterprise Funds:</b>	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.
<b>Enterprise Fund Debt:</b>	Debt service that is funded from Water & Sewer rates.
<b>Equalized Valuations (EQVs):</b>	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.
<b>Excess Levy Capacity:</b>	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year.
<b>Exempt Debt:</b>	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.
<b>Fiscal Year:</b>	A fiscal year runs July 1 through June 30. For example, fiscal year 2025 runs from July 1, 2024 through June 30, 2025.
<b>Foundation Budget:</b>	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.
<b>Free Cash:</b>	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 fund 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. Department of Revenue guidelines state that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.

## GLOSSARY OF TERMS

<b>GASB 34:</b>	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.
<b>GASB 45:</b>	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.
<b>General Fund</b>	The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.
<b>GIS (Geographic Information System)</b>	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.
<b>Levy Ceiling:</b>	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).
<b>Levy Limit:</b>	A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½ ). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).
<b>Local Receipts:</b>	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.
<b>Tax Levy Limit:</b>	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 increases by 2.5% each year.

## GLOSSARY OF TERMS

<b>New Growth:</b>	New Growth is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
<b>Non-Appropriated Expenses:</b>	Expenses which are contained on the cherry sheet from the state and charged to the Town. Other non-appropriated expenses include: parking fine registry surcharge, and mosquito control district. Overlay reserve is also included in non-appropriated expenses.
<b>Non-Exempt Debt:</b>	Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
<b>Overlay Reserve:</b>	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.
<b>Payment in Lieu Of Taxes:</b>	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.
<b>Property Tax:</b>	The property tax levy is the revenue a city or town raises through real and personal property taxes.
<b>Proposition 2 ½</b>	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.
<b>Reserve Fund:</b>	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.
<b>School Department:</b>	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.
<b>Stabilization Fund:</b>	A general reserve. Money from this fund may be appropriated by two-thirds of Town Meeting.

## GLOSSARY OF TERMS

<b>Tax Title:</b>	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.
<b>Warrant Articles:</b>	Money must be appropriated in the general fund budget for the purposes of funding spending articles approved by Town Meeting.