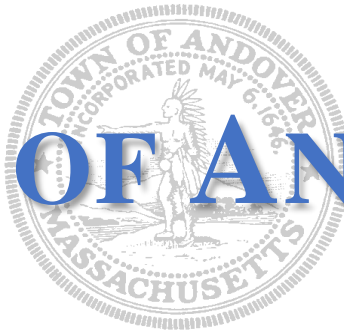


TOWN OF ANDOVER



TOWN MANAGER'S RECOMMENDED FISCAL 2024 BUDGET & FINANCIAL PLAN

**ANDREW P. FLANAGAN
TOWN MANAGER**

FEBRUARY 1, 2023



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Andover
Massachusetts**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

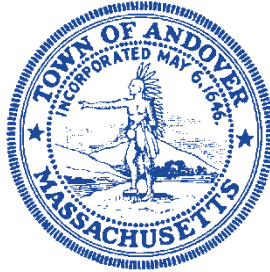


TABLE OF CONTENTS

	<u>PAGE</u>		<u>PAGE</u>
1. <u>Introduction to the Budget</u>	1	Fire-Rescue	109
Citizen’s Guide to the Budget	2	Public Works.....	117
Budget and Warrant Schedule	4	Public Works Water & Sewer.....	130
Mission & Values Statement	5	Public Facilities.....	133
Organizational Chart.....	7	Schools.....	143
2. <u>Town Manager’s Transmittal Letter</u>	9	5. <u>Fixed and Unclassified Expenses</u>	145
3. <u>Executive Budget Summary</u>	25	▪ Technical Schools.....	146
4. <u>Operating Budget Requests</u>	35	▪ Debt Service Info.....	147
Moderator & Select Board.....	38	▪ General Insurance	152
Finance Committee.....	39	▪ Unemployment Compensation	153
Town Manager.....	41	▪ Health Insurance	154
Human Resources.....	49	▪ OPEB	155
Town Clerk	51	▪ Retirement.....	156
Finance & Budget.....	57	▪ Compensation Fund.....	158
Other General Govt. Budgets	65	▪ Reserve Fund	158
Information Technology	67	6. <u>Revenue & Expenditure Projections</u> ...	159
Community Development & Planning	73	7. <u>Property Tax Information</u>	163
Department of Community Services	81	8. <u>FY24 Capital Improvement Program</u> .	169
Library	93	9. <u>Budget Process, Requirements, and Fund</u>	
Police	99	<u>Information</u>	175
		10. <u>Credit Rating Information</u>	183
		11. <u>Glossary of Terms</u>	188

SECTION 1



INTRODUCTION



A Citizen's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Town Manager's Recommended FY 2024 Budget & Financial Plan is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This section of the Town Manager's Recommended FY 2024 Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Andover.

The Budget Process

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

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

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

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

For more detailed information on the budget process, please refer to Section 9 of this document.

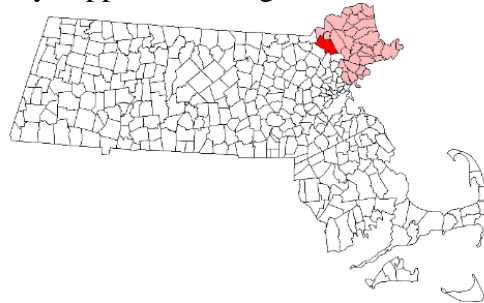
Community Profile

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.



Name: Town of Andover	Settled: 1642
County: Essex	Incorporated: 1646
Total Area: 32.1 Sq. Miles	Population: 36,584 (2020 Census)
Land: 31.0 Sq. Miles	Elevation: 180 Feet
Water: 1.1 Sq. Miles	Coordinates: 42°39'30" N 71°08'15" W
Public Roads (Town): 188 Miles	Website: www.andoverma.gov
Public Roads (State): 23 Miles	Schools: Pre-K through Grade 12
Form of Gov't: Open Town Meeting	
FY23 Residential & Open Space Tax Rate: \$13.66	
FY23 Avg. Single Family Home Value: \$858,952	

**SELECT BOARD & FINANCE COMMITTEE MEETING SCHEDULE
FY2024 BUDGET AND 2023 WARRANT ARTICLE REVIEW**

February 2023

- Fri. 3rd Town Manager's Recommended FY2024 Budget Released
- Mon. 13th Warrant Article Votes (Select Board)
- Mon. 27th Town Manager Presents Recommended FY2024 Budget to Select Board

March 2023

- Sat. 4th Town Department Budget Meeting
- Mon 13th Budget & Warrant Article Votes
- Mon. 27th Warrant Article Votes (Select Board)
- Fr. 31st Chair Letters Due to Finance Committee

April 2023

- Fr. 7th Finance Committee Report to Printer
- Mon. 10th Warrant Article Votes (Select Board)
- Wed .12th Finance Committee Report Mailed to Residents
- Mon. 24th Warrant Article Votes (Select Board)
- Fr. 29th Chair Letters Due to Finance Committee

May 2023

- Mon. 1st 2023 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.

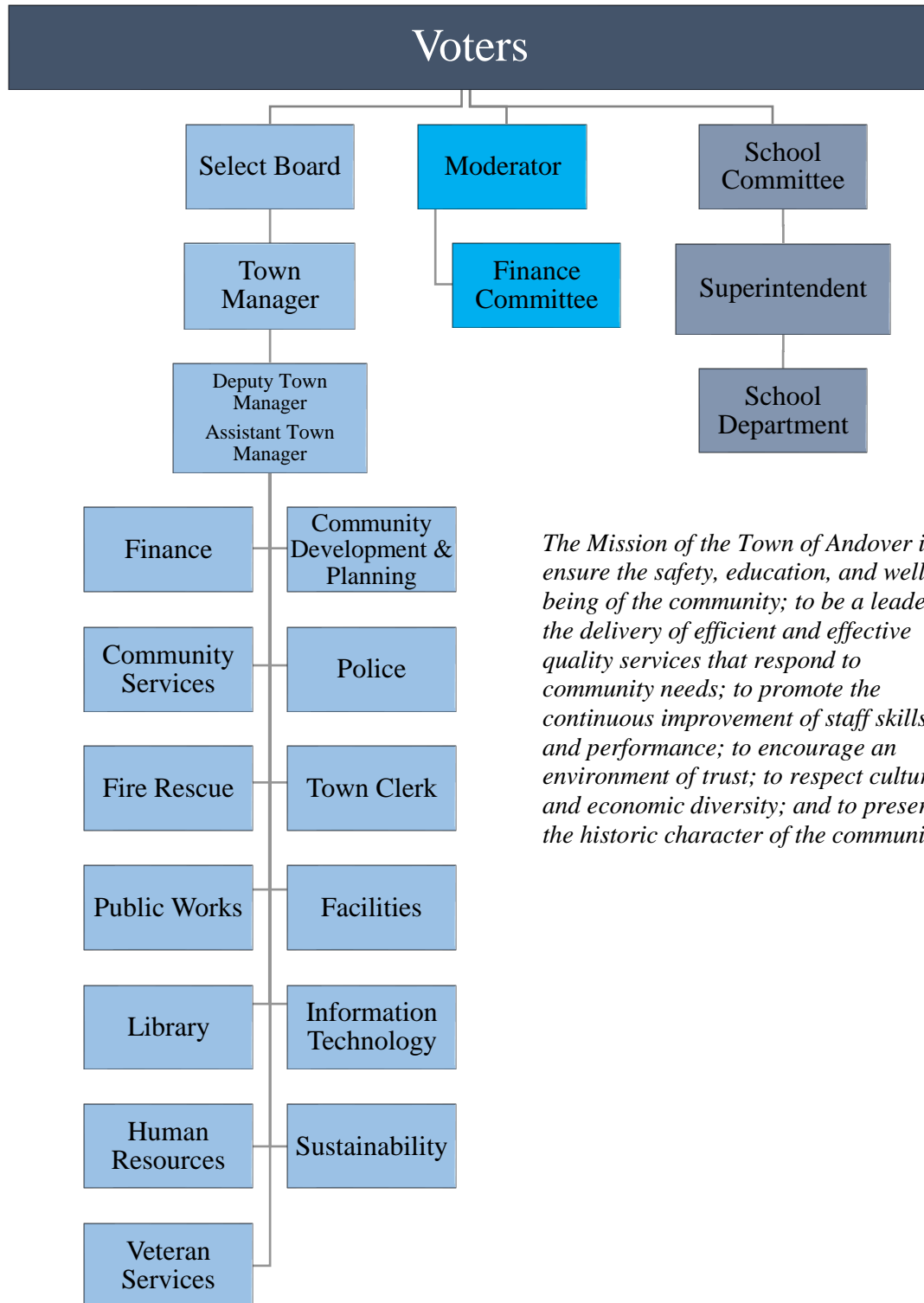
HUMAN SERVICES

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

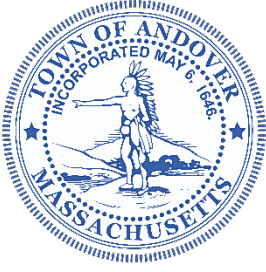


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SECTION 2



TOWN MANAGER'S TRANSMITTAL LETTER



TOWN OF ANDOVER

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

Andrew P. Flanagan
Town Manager

February 1, 2023

To: Honorable Alex J. Vispoli & Members of the Select Board
Honorable Kevin O'Handley & Members of the Finance Committee

I hereby transmit to you the recommended FY 2024 operating and capital budgets. The Town Manager's Recommended Budget as proposed totals \$234,752,077, which is an increase of \$8,155,041 (3.60%) from the current budget. The Water & Sewer Enterprise Funds, which are exclusive of the General Fund, total \$16,352,513 as proposed, which is an increase of \$1,343,254 (8.95%). The total available increase for Town and School Operations is \$4,862,897, representing an increase of \$1,262,864 (2.72%) for Town operations and \$3,600,033 (3.78%) for School operations. The Town budget also includes an additional \$250,000 in order to account for a transfer from employee wages to the Unfunded Liability Offset account. \$7,846,554 will be either raised or appropriated to fund non-appropriated expenses, state assessments and certain capital projects.

Over the past several months, the Administration defined the fundamental goals and objectives from which the FY 2024 budget has been developed. Those goals are as follows:

- Develop an FY 2024 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Select Board financial policies, goals and objectives;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;
- Maintain employee compensation in a manner that provides opportunities for equity through modest adjustments that are consistent with the Town's long-term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short and long term;
- Identify opportunities to reduce the Town's unfunded liabilities, including pension and OPEB costs;
- Continue developing a long-term financial model that provides for predictability and sustainability of operations;
- Establish a capital program that is based on an annual spending target (5.72%) for cash and debt appropriations that provides the Town with the ability to expand capital capacity and fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Balancing Community Needs with Fiscal Responsibility

Throughout the budget process, considerable attention has been given to balancing the needs of the community, expectations of Andover's residents and the obligation to develop a financing plan that is fiscally responsible. Accordingly, the following revenue and expenditure assumptions were used to develop the FY 2024 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 include 2% increases in Chapter 70 Funding and Unrestricted General Government Aid. Projections may be adjusted to reflect the Governor's Budget proposal (H1) once it has been released.
- **Free Cash** to be appropriated only for one-time capital expenditures while maintaining a stable balance of Free Cash in future years.

Expenditures

- **Town and School Operating Budgets** to increase only by the amount of available funds after meeting the funding requirements of all obligations.
- **Retirement** contribution will total \$7,124,644 per the existing funding schedule established by the Retirement Board. This is reflective of the normal costs and the remaining unfunded liability. The pension obligation bond debt service will be paid out of the Debt Service budget.
- General Fund **Other Post Employment Benefit (OPEB)** funding will be based on the following:
 - 0.4% of the FY 2017 budget plus a 2.5% annual increase.
 - Appropriating to the OPEB Trust Fund the incremental annual savings in the health insurance budget from the OPEB Reform Plan that was adopted in April of 2016.
- **Employee Health Insurance** expense to increase by 3.47%, net of transfers to the OPEB Trust Fund and savings from increased employee contributions.
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a 5.49% of 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 \$1,277,164 of which \$250,000 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.

FY 2024 will be the fourth 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 six of the seven 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 FY 2024, this will amount to approximately \$250,000. It is expected that the ULO will generate approximately \$5.7M between FY 2022 and FY 2040.

Public Safety – Fire & Police Department Staffing

The FY 2024 budget recommendation prioritizes and proposes increased staffing levels within the police and fire departments to better position the public safety departments to meet the increasing demand for services. In total, the recommendation proposes the addition of twelve full time employees, including nine firefighters and three police officers. The anticipated cost of these additional positions will be fully offset by revenues from ambulance billing rates, the downtown parking program and through reductions in departmental overtime.

The proposed addition of these positions arises from a thorough analysis of existing staffing levels within each department as committed to by the Select Board and Town Manager’s 2022-2023 Strategic Goals and Objectives.

As part of this review, we identified population growth, call volume and both residential and commercial/industrial development as primary factors to be considered in our effort to identify appropriate adjustments to staffing levels. Since 2000, Andover’s population has increased by 16.8%, or 5,270 residents. During that same period, the number of physical households increased by a total of 1,889, or 16.6%. In addition to the growth in residential dwellings, including the construction of eighteen subdivisions two assisted living facilities and several multi-unit housing complexes, there was substantial growth within the commercial districts. This growth has included the construction of six hotels and new and expanded commercial plants. It is estimated that Andover’s current daytime population is approximately 60,000 and that approximately 350,000 cars travel through Town daily on routes 93 and 495.

Despite this growth across multiple dimensions, the Town’s fire and police departments have not grown in headcount. That is not sustainable. Below is an overview of the recommendations for each department:

Fire Department + \$331,158

Andover Fire Rescue has not received an increase in firefighting personnel since 2000, at which point three firefighters were added to the department. Since then, calls for emergency medical calls have increased by 45%, or approximately 1,240 calls per year. The recommendation included in the FY 2024 budget includes funding for eight firefighters and one training lieutenant. The assignment of the additional personnel would be as follows:

- **Training Lieutenant (1 FTE)** - Most similarly sized departments have a full-time officer who is assigned training responsibilities for the department. This has been requested by the fire department’s internal annual budget submission for several years. The Training Lieutenant will be responsible for implementing and documenting the training program for the entire department.
- **3rd Ambulance (4 FTE)** – The recommended budget includes funding that will allow the Town to put a third ambulance in service 50% of the time. The third ambulance will be dispatched from the Ballardvale Fire Station and represents a major step towards achieving our goal of providing equitable fire rescue services throughout the Town. While this is an incremental approach to addressing the increased call volume, it provides the Town with the opportunity to evaluate this increase in service over the next year. We expect that this recommendation will significantly improve the department’s ability to respond to the increasing call volume for emergency medical services, and to do so within the appropriate standards for response times.
- **Ladder Aide (4 FTE)** – Currently, the ladder aide position is fully funded through overtime. This approach has proven to be more costly than the alternative of staffing this position with one firefighter per shift. By changing our approach, the Town can eliminate the “Ladder Aide Overtime” budget line item, which was budgeted at \$425,000 in FY 2023, with an actual cost of \$474,457 in FY 2022. This cost is equivalent to approximately 6.7 full time firefighters.

The cost of additional department personnel will be completely offset by revenues generated from the increase in ambulance billing fees and the reduction in ladder aide overtime line item. In December, the Select Board voted to increase ambulance billing fees to meet the regional average. It is anticipated that the Town will collect approximately \$450,000 in additional revenues because of the increase in ambulance billing fees. The increased revenue is in addition to a budgeted savings of \$425,000 in overtime by staffing the ladder aide position. The table below illustrates how the additional staffing compares to current staffing and in particular how each “unit” will have a third ambulance in service. The table also illustrates the staffing modification in the ladder aide position and the addition of the training lieutenant.

Administration	Current	Recommended
Fire Chief	1.0	1.0
Fire Prevention Lieutenant	1.0	1.0
Fire Training Lieutenant	0.0	1.0
Executive Assistant	1.0	1.0
Office Assistant	1.0	1.0
Total Administration	4.0	5.0
Shift Strength*	Current	Recommended**
Deputy Chief	1.0	1.0
Engine 1	3.0	3.0
Engine 2	3.0	3.0
Engine 3	3.0	3.0
Ladder 1	2.0 (1.0 Funded by OT)	2.0
Ambulance 1	2.0	2.0
Ambulance 2	2.0	2.0
Ambulance 3	0.0	2.0
Total Shift Strength	16.0	18.0
<p>*Andover Fire Rescue personnel are divided into four units. This represents the staffing of one of the four units. **Recommended represents Ambulance 3 in service 50% of shifts</p>		

Police Department + \$378,134

Andover Police has not seen an increase in the number of patrol officers since 2002, at which time one position was added for a total of 39 officers. In 2004, the complement of patrol officers was reduced to 37. Much like Andover Fire Rescue, the increase in population and residential and commercial growth have resulted in an increase demand for services. The recommended budget would reestablish a Traffic Unit, staffed by two patrol officers. The primary responsibility of the Traffic Unit will be enforcement of motor vehicle traffic laws, including speed restrictions. The unit will be strategically deployed in areas of concern or where enforcement is critical to public safety. The Town's response to resident concerns about speeding in neighborhoods has been limited, and often inconsistent, because of limited staffing. The reestablishment of the Traffic Unit is also timely as the Town moves forward with the implementation of the Townwide 25 mile per hour speed limit.

Additionally, the recommended budget would increase the number of patrol officers assigned to the Drug Enforcement Unit by one. The additional officer will dramatically improve the Town's ability to prevent the possession, sale or transport of illegal drugs within the Town's borders.

Divisions	Current	Recommended
Traffic Unit	0.0	2.0
Detective Unit - Drug Enforcement	2.0	3.0
Divisions - Special Assignments	2.0	5.0

The total anticipated cost of the three additional patrol officers is \$217,320. Fifty percent of this cost will be offset from revenues generated from the downtown parking program. Using these revenues to offset the cost of traffic enforcement is an appropriate use of these funds.

Overall Funding Plan for Public Safety Personnel

The table below illustrates the funding plan for the additional personnel included in the budget recommendations for Andover Fire Rescue and Andover Police:

Fire Personnel	
1 Training Lieutenant	\$112,759
4 Firefighters for Ambulance 3 (50% of shifts)	\$285,798
4 Firefighters for Ladder Aide	\$280,654
Police Personnel	
2 Police Officers - Traffic Unit	\$144,880
1 Patrol Officer - Detective Unit - Drug Enforcement	\$72,440
Total Additional Personnel	\$896,531
Less Ambulance Revenues	(\$450,000)
Less Ladder Aide Overtime	(\$425,000)
Less Parking Revenue	(\$108,660)
Less Police Overtime	(\$35,000)
Available to Offset other Departmental Increases*	(\$122,129)
*Revenues from other sources & the total of OT reductions is greater than the increased cost of additional personnel	

As the table illustrates, the additional costs are fully offset by a combination of new revenues and overtime reductions in both department's recommended budgets. The variance between the additional costs and the new revenues/overtime reductions is available to offset other increases in departmental budgets.

Additionally, to further offset the increase in full time employees, the Town has eliminated five benefited positions within other departments. This was achieved through not filling vacancies, reorganization of responsibilities and shifting to a contract-for-service model.

Human Resources + \$63,731

The Human Resources Office is currently a two-person office responsible for managing the human resource function for over 500 full-time, part time, and seasonal employees. The office also manages the benefits for all 1,500 Town and School employees. Currently, the office is staffed by a Director and a Benefits Manager. The recommended budget includes funding for an HR Generalist position that will provide administrative support to all functions of the department. If approved, one third of this position will be funded by the Health Insurance Trust. This is an appropriate funding source given that it is expected that a significant portion of this position will be dedicated to benefit management.

The addition of this position will complete the plan to establish a Town Human Resources Department. We have considered the models from comparable communities throughout the process of establishing this function for Town government. Currently, the average HR staff-to-employee ratio among our comparable communities is 127 staff to each HR employee. Andover currently has 269 employees for each HR employee. With the additional position, Andover's ratio will move closer to the average with 154 staff for each HR employee. If approved, the General Fund will support a total 1.67 FTE in the Human Resources Department.

Town Clerk + \$111,996

The budgeted increase in the Town Clerk's Office reflects the consolidation of the Assistant Town Manager and Town Clerk positions and the addition of a part time, non-benefited seasonal customer service assistant. In FY 2023, we consolidated the Assistant Town Manager and Town Clerk positions. As a result, there is a transfer of salary from the Town Manager's Office budget to the Town Clerk budget.

The budget also includes an additional part-time customer service assistant to maintain and build upon the service delivery of the Town Clerk's Office at a time when the department's election responsibilities have grown dramatically. Since the Covid-era election laws arose and have now been made permanent by State legislation, the Town Clerk's Office has assumed significantly increased responsibilities with regards to elections. In particular, in-person Early Voting is now mandated for all State elections; mail-in voting is now offered in all elections, and around half of Andover's voters avail themselves of this labor-intensive method of voting; and "PollPad" voter check-in has been adopted and requires expanded training of election officers, managing software updates, and trouble-shooting technical issues. In short, the combination new voting methods and post-election tabulation of mail-in ballots have transformed elections from one-day events to six- or eight-week seasons.

This new part-time customer service assistant will help the Town Clerk's Office to meet its responsibilities by primarily serving residents who require vital records (e.g., birth certificates, death certificates, and marriage certificates); providing dog licenses and notary services; supporting the Annual Town Census operations; and supplementing the team responsible for Early Voting. With this added resource, both election operations and standard operations will continue to meet residents' high expectations – expectations that the Town shares.

Information Technology - \$95,476

We are committed to a thriving and highly effective Information Technology Department that can meet the needs of both the Town and school district. To continue to meet the evolving needs of the organization, we will embark on a collaborative, comprehensive process for reimagining the structure of and roles within the department. The budget as proposed for FY24 leaves two positions unfunded; this may change as the redesigned department takes form in consultation with IT staff, Town leadership, and an independent, objective expert in governmental IT reorganizations. We have allocated resources to support this work and I expect a potential reorganization plan will begin to be implemented in FY 2024 along with a corresponding funding recommendation for FY 2025.

Wellness & Support Services - \$106,886

We are working diligently to identify both resources and service models that most effectively address the needs of those most vulnerable in our community.

The Andover Police Department is actively seeking multiple year funding from the Department of Mental Health (DMH) to implement a Co-Response Program which would embed a clinician in the day-to-day calls for service in order to:

- Divert residents with behavioral health challenges from jails, courts and emergency rooms to appropriate treatment
- Raise awareness of behavioral health issues and challenges; and
- Ensure this at-risk population receives the assistance and support of a qualified clinician which will concurrently free up police officers to address other complex public safety issues

As our understanding of the complex interrelationships between wellness, equity and social determinants of health evolves, we are intent on a continual evaluation of our service model to ensure we are both agile and creative in our approach to staffing, contracting for service and in maximizing collaborations among our various Departments and Divisions. Our work continues to address the ever-evolving mental health needs of those who call Andover their home, regardless of age, ability or income to ensure our safety net is as responsive as possible.

It is anticipated that this entire program will be supported through grant funding in FY 2024. As we continue to explore various models, I expect that future budgets will include an allocation to support this work.

Andover Public Schools +\$3,600,003

The FY 2024 recommended budget for the School Department is \$98,726,924, a 3.78% increase from FY 2023. The increase is consistent with the tenets of the long-range plan and is net of transfers of \$874,000 to the Town for debt service (\$604,000) related to school improvements projects, as well as the second year of a multi-year effort to move the technology leasing program (\$270,000) from the Capital Improvement Program to the operating budget.

Employee Health Insurance

I do not anticipate that the Select Board will take any formal action to change health insurance plan design for FY 2024. 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 3.47% in employee health insurance costs for FY 2024.

Pension Funding

Previous budget letters have included a statement about how the Town's required appropriation to the pension fund was becoming a significant burden on operating budgets and presented the greatest threat to our bond rating and long-term financial stability. In June of 2021, Annual Town Meeting and voters at the ballot box approved the Town's pension obligation bond plan, which fundamentally changes the funding requirements of the Town's pension liability. The longstanding funding schedule that required annual, compounding increases will be replaced with a debt schedule that is largely fixed through 2040. In December of 2021, the Town moved forward with a pension obligation bond issuance that yielded an interest cost of 2.367%. The issuance was the last step of a two-year planning and community engagement process that will result in an approximately \$142 million in savings over the next 18 years. The anticipated savings are a result of the difference between the prior funding schedule and the new debt schedule that will service the pension obligation bond.

Excess Levy Capacity

The FY 2024 budget includes \$2,626,399 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 standing vote of the Select Board. In FY 2024, that amount will increase to \$2,626,399. The increase is a result of the pension obligation bond plan, the fact that the overall pension cost has been reduced and that a portion of that cost is excluded from provisions of Proposition 2 ½ per vote of both Town Meeting and by referendum. It is important to note that the overall net tax impact of the pension obligation bond will be consistent with the plan approved by voters.

The Town must be judicious in its approach to managing excess levy capacity in future years. Maintaining excess levy capacity mitigates the overall financial impact of property taxes while providing budgetary flexibility in future years. As such, the Select Board adopted the following policy relating to the excess levy capacity created by the pension obligation plan:

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.

The warrant for the 2024 Annual Town Meeting includes an article that would authorize 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. If approved by Town Meeting and the Massachusetts Legislature, this limitation on uses would be in effect through 2040.

Other Post-Employment Benefits (OPEB) Funding

In FY 2018, 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. FY 2020 was the fourth and final year of the phased approach.

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

The FY 2024 recommended budget includes a total appropriation of \$1,933,818 to the OPEB trust fund, which includes \$120,984 from the Water & Sewer Enterprise Funds, \$732,230 from the General Fund, and \$1,080,604 from health insurance savings.

Water & Sewer Enterprise Funds

In March, we will present the Select Board with a comprehensive rate plan for the Water Enterprise Fund. The plan, if approved, will include modifications to the tier structure and build 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%.

The final FY 2024 budget for the Water Enterprise Fund is contingent on the Select Board's approval of the new rate plan in March.

Capital Improvement Program

The Town Manager's Recommended Capital Improvement Program (CIP) for FY 2024 totals \$24,454,254. The following revenue sources provide the funding for the projects:

General Fund Revenue	\$2,890,000
General Fund Borrowing	\$4,850,000
Use of Free Cash	\$1,919,128
General Fund Exempt Borrowing	-0-
Special Dedicated Funds	\$1,435,126
<u>Water and Sewer Enterprise Funds</u>	<u>\$13,360,000</u>
Total Recommendation	\$24,454,254

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 on six of the seven assessment factors: economy, budget flexibility, budgetary performance, liquidity, management conditions and institutional framework.

Consistent with the Town's legacy of prudent financial planning and commitment to fiscal stability, we have continued to make a major commitment in developing a CIP that establishes predictability and consistency in the capital planning process. Departments, Senior Management and Town staff have been challenged to carefully plan future year requests. The key to successful capital planning is aligning projects with departmental priorities and scheduling major capital investments in a manner that responsibly integrates with the Town's debt schedule. Over the past year, I have presented a spending target that is both sustainable in the context of the limitations of Proposition 2 ½ and that ensures we are able to meet the long-term needs of our community. The non-exempt target, 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 2024 CIP is 5.49% 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 2024 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:

$$\begin{array}{c} \text{Prior Non-Exempt Debt Service} \\ + \\ \text{New Non-Exempt Debt Service} \\ + \\ \text{General Fund Revenue} \\ = \\ \text{Total Non-Exempt Plan} \end{array}$$

As is the case with every CIP, future years assume the use of Free Cash. While the plan will evolve as we move forward, below is a summary of anticipated expenditures, and the financing plan for the next five years:

General Fund	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Prior Non-Exempt Debt	6,549,143	6,276,746	5,874,340	5,569,870	5,025,737
Capital Projects from Taxation	2,890,000	4,861,465	4,969,444	4,855,937	4,475,945
New Non-Exempt Debt Service		594,250	1,988,290	3,583,926	4,568,803
Non-Exempt Debt To Be Issued FY22/FY23	1,742,421	2,663,677	3,161,733	3,069,857	2,795,883
Total Non-Exempt Tax Burden	11,181,564	14,396,138	15,993,807	17,079,590	16,866,368
Pro Forma Adjusted Revenue Budget	204,061,210	209,556,212	216,293,599	223,212,690	230,248,811
Budget for Plan at 5.72%	5.72%	5.72%	5.72%	5.72%	5.72%
Plan as % of Adjusted Revenues	11,672,301	11,986,615	12,371,994	12,767,766	13,170,232
Potential Use of Free Cash		2,409,523	3,621,813	4,311,824	3,696,136
Variance from Budget		-	-	-	-

Capital Project Fund (General Fund Revenue)

The recommendation for the Capital Project Fund is \$2,890,000 from General Fund Revenues. The recommendation for funding Town department requests is \$1,552,000 and \$1,338,000 for School Department requests. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years.

Funding from General Fund Revenue includes funds for maintenance projects within our Town and school buildings, public works vehicles, our Participatory Budgeting Program, and the accident reconstruction system for the Police Department.

Free Cash

The Town's Free Cash Balance for FY 2024 is \$10,079,412. The CIP recommends that \$1,919,128 be appropriated from Free Cash to fund the Town & School technology program, police vehicle replacement, and minor sidewalk repairs.

Consistent with our plan to devote approximately 10% of Free Cash to sidewalk improvements, I am recommending a total of \$1,000,000 be dedicated to the installation of new sidewalks and repairs of existing sidewalks, with \$750,000 for the Town's Sidewalk Program and \$250,000 for Minor Sidewalk Repairs.

A total of \$714,128 is recommended for Information Technology for student and staff devices. Last year was the first year of a program to transition funding for student device leases from the CIP into the Information Technology Operating Budget. This partnership with the School Department will 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 one step closer to maintaining 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 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 \$4,850,000 for FY 2024. The sum of \$1,125,000 is being recommended for major School projects, which include \$600,000 for the conversion of the Bancroft School field to a turf field, and funds to repair and maintain building systems and infrastructure at Andover High School, South Elementary, and West Middle School. This recommendation allows for such investments as replacement of Engine 1 for Andover Fire Rescue and large public works vehicles, improvements to Town parks and playgrounds, and major Town projects including improvements at Old Town Hall and Memorial Hall Library.

Special Dedicated Funds

There are two projects being recommended from Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended to be funded at \$1,395,126, and the Active Transportation Plan is recommended to be funded with \$40,000 from revenue received from transportation network companies.

Water and Sewer Enterprise Funds

The Water and Sewer Enterprise Fund will support six recommended projects for FY 2024 totaling \$13,360,000. This year, it is recommended that \$6,000,000 be appropriated for the continuation of the major water main replacement program. A total \$2,500,000 is recommended for improvements to the Water Treatment Plant's SCADA system, the software infrastructure system which manages controls for the distribution system. Additionally, \$1,800,000 is recommended for the replacement of residential lead service lines. Granular activated carbon, which is an essential part of the water filtration system, will be replaced for \$560,000. There are two projects recommended for the Sewer Enterprise Fund: \$2,200,000 for the Shawsheen River Interceptor and \$300,000 for the inflow/infiltration removal project.

The requests for FY 2024 continue the accelerated water main replacement program as adopted by the Select Board in 2018. The accelerated replacement schedule will allow the Town to replace all unlined cast-iron water mains in approximately 12 years.

The upgrades to the system's critical software infrastructure system, lead service line replacements, and continued water main replacements will require a review of the current Water & Sewer Rate Structure. Rising costs of chemicals and treatment expenses, together with aggressive investments in our water system, will likely require a rate adjustment. Major infrastructure improvements over the next five years will "future proof" the water distribution system. We are exploring opportunities to leverage anticipated revenues from the Town's Water Agreement with North Reading to fund these improvements and to continue the major investment in water infrastructure that has been ongoing for the past several years.

Development of the Park Property (138 & 140 Chandler Road) & Other Recreational Amenities

The development of the Park Property on Chandler Road will require a major investment from the community. The Town is currently engaging the public on potential uses for the site and have allocated funds from the American Rescue Plan Act (ARPA) to design a project that reflects the community's priorities for recreational facilities and field spaces. As a result of the availability of ARPA funds, the CIP does not include an allocation for advancing this project. Once a preferred concept is finalized, I will make a funding recommendation at a future Town Meeting. The goal is to leverage several sources of funding, including potential revenues that may be generated from the uses included on the site, to offset the project costs. As a result, I have submitted a warrant article to create an Enterprise Fund to enable an alternative funding model.

In addition to the development of the Park Property, the Town is actively exploring the construction of a Rail Trail on a discontinued railbed through Town property. The Town has conducted an initial feasibility study of the potential route for the rail trail and I expect that we will soon engage residents and abutters as we move forward with the design phase.

Andover High School

The Andover High School Building Committee is continuing to explore the potential options for a major building project. The committee is working with HMFH Architects, Inc. on a feasibility study that will identify an option for construction of a new Andover High School, as well as options for an addition and renovation project for the existing facility and campus. It is anticipated that the Building Committee will select a preferred option(s) in March and ask that the Select Board and School Committee consider voting to move forward a preferred option by the end of May.

The committee expects to receive preliminary estimates for project costs in March. In May, Town Meeting will be asked to appropriate \$1.3 million to bring the preferred option through schematic design. The current schedule anticipates that a potential project would go before a Special Town Meeting in January of 2024 with a debt exclusion vote to follow.

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 FY 2023, 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 FY 2024 is 5.7%. The table below provides a breakdown of the projected increase:

Budget Components	% Increase	\$ Increase	Factors
Budget Development	3.53%	\$415	Subject to valuations and changes in levy share
Senior Tax Exemption	0.12%	\$13	Subject to changes in the state circuit breaker
West Elementary Exempt Debt	2.05%	\$243	Subject to valuations and changes in levy share

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. The tax exemption program is a non-appropriated expense that is not part of the budget, but rather is a redistribution of the overall tax burden. The overall increase is inclusive of the 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 FY 2023.

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 2023.

Aligning Select Board Goals & Objectives with Budget Priorities

Over the past several years, we have made incremental modifications to the budget process and to the document itself in order to better align the budgeted priorities with those of the Select Board. I am pleased to report that the funding decisions contained in the FY 2024 budget fully integrate the Board's priorities as articulated in the goals and objectives that have been transmitted 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 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.
- After a comprehensive review of staffing levels, the recommended budget includes a major investment in public safety personnel as outlined in this budget message.
- While the budget maintains the excess levy capacity created by the pension obligation plan, a warrant article has been submitted that would authorize the Town to file Special Legislation to enable the Town to place restrictions on the future use of the excess levy capacity.
- The budget includes a bond authorization to fund the replacement of the remaining lead water service lines.
- The recommended budget shifts the funding for Wellness and Support Services from the General Fund to grant funding, which should allow the Town to move forward with a more flexible service model intended to improve service delivery.

Citizen Response Management & Engagement

- The budget fully funds the Director of Communications position. This position was added in FY 2023 and within the previously appropriated budget.

Capital Improvements

- The fourth year of the Sidewalk Program is included within the Capital Improvement Program within the budget and will be implemented in accordance with the Sidewalk Masterplan.
- There is a warrant article that will provide supplemental funding for the capping of the Ledge Road Landfill.
- While the CIP does not allocate new funding for the development of 138 & 140 Chandler Road, a combination of ARPA funds and funds from State earmarks are available to proceed with the design of a preferred concept, as well as for the design of the Town's first rail trail.

River & Open Space Access

- Funds have been included in the CIP to build an ADA kayak launch at Nasan's Landing. This recommendation is consistent with the Board's goal of identifying opportunities for improving access, and specifically ADA access, to the rivers and open spaces.

Energy & Sustainability

- Funds have been included in the Sustainability budget that will allow the Town to upgrade its energy management system to better track and adjust energy usage in Town and School buildings. This is consistent with the priorities of the Climate Action Plan.

Diversity, Equity and Inclusion (DEI)

- The budget includes funds for increased programming and training for Town staff. This will provide the Town with the resources to move forward with recommendations of the DEI strategic plan and to follow up on the results of the employee survey.

Community Engagement

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

In order to respond to the evolving means by which residents obtain news and information, the Town hired its first Director of Communications during FY 2023. The creation of a dedicated communications resource will enable the Town to more actively leverage social media and other digital communications tools to distribute information about project, events, and other key developments to a broader audience. This winter, we have launched the Bartlet Street Dispatch, the Town’s official newsletter and we have begun publishing Select Board Meeting Briefs after each meeting so that the public can stay up to speed on the business of the Board.

Throughout FY 2023, we continued the implementation of several major projects initiated in previous years intended to enhance our customer-focused approach. Andover launched “Andover Central” in 2020 and was the first Town in the Commonwealth to develop and manage a 311 Center. Andover Central provides users with the opportunity to find answers to questions through the comprehensive knowledge base, to file a concern or complaint, or to track progress on an issue. In addition, we have built-out our communication platforms and maintain a robust presence on the web and through all social media channels. Residents have the ability to choose how they receive communications and it has been our collective mission to meet residents on platforms where they are most comfortable communicating.

The pandemic required that we look at alternative staffing models in order to continue to provide adequate services to the community. That process resulted in the creation of a Customer Service Center that provides residents with the opportunity to conduct all of their business from a central location at Town Offices. We have been able to cross-train administrative personnel across departments and divisions and will soon construct a permanent Customer Service Center on the ground level of the Town Offices building. These physical improvements, including expanding public meeting spaces and making offices and transaction counters ADA compliant, were funded at the 2020 Annual Town Meeting. While the construction schedule was delayed because of the pandemic, we expect to begin the work in spring of 2023.

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

I look forward to working with the Director of Communications and other key staff to continue to make progress in this area in FY 2024.

Future Budget Performance and Outlook

Looking beyond FY 2024, the most significant financial challenges we expect to face are a.) sustainability of economic growth b.) the cost of employee health insurance c.) the rising costs of goods and services and d.) addressing the major capital needs of our school buildings. I expect that we will explore creative strategies to effectively address these challenges in a manner that is fiscally responsible and sensitive to the overall impact to taxpayers. In order to do so, the Town must remain committed to the tenets of the long-range financial plan. The Town has made major progress towards establishing long term financial stability by reshaping how we fund our pension liability and by implementing reforms that change pension eligibility and that require contributions from active employees. While looking ahead, we must remain cognizant of the other budget drivers that may pose challenges to our ability to present balanced budgets in the future and impact our ability to meet the evolving needs and expectations of our community. Property taxes and the annual increases borne by taxpayers will continue to be a primary consideration throughout the budget development process. Budget controls and expenditure limitations alone will not result in an equitable balance between property tax relief and our ability to meet service delivery expectations. Budget controls and expenditure limitations must be coupled with an economic development strategy that further diversifies the overall tax base in order to effectively manage the impacts of property taxes over time. Andover has been fortunate to have realized historic economic growth across property classifications for several years leading up to FY 2024. While similar growth cannot be relied upon in the long term, the Town will need to continue developing a realistic economic development strategy that promotes responsible growth within our community. The Town's ability to expand its tax base through responsible development will further provide long term stability and mitigate the financial impacts of providing services and financing major capital expenditures.

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

Conclusion

We remain committed to meeting the expectations of Andover residents. The Administration and Senior Management Team will continue to collaboratively develop creative approaches that position the Town to effectively 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 FY 2024 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 Kathryn Forina and Management Analyst Faith Mangiafico for all their assistance and support in facilitating the work that goes into developing the budget. I especially want to thank Chief Financial Officer Patrick J. Lawlor for his leadership throughout the budget process. Mr. Lawlor and his team worked nights and weekends to prepare and ensure the quality of this document. I also want to thank Deputy Town Manager Michael A. Lindstrom and Assistant Town Manager Austin Simko for providing their guidance throughout the budget process.

Respectfully Submitted,



Andrew P. Flanagan
Town Manager

SECTION 3



EXECUTIVE BUDGET SUMMARY

EXECUTIVE BUDGET SUMMARY

THE OVERALL BUDGET

The FY 2024 Town Manager's Recommended Budget totals \$234,752,077. This sum represents a \$8,155,041 or 3.60% increase over the final FY 2023 Budget of \$226,597,037. The sum of \$226,816,343 is currently being recommended for the Article 4 Operating Budget, which includes the budgets for all Town Departments, the School Department, Water and Sewer Enterprises, and Fixed/Shared Obligations. An additional sum of \$7,846,552 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles.

TOWN DEPARTMENTS

The FY 2024 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$47,705,193. This represents a \$1,262,864 or 2.72% increase over the FY 2023 appropriation of \$46,442,329. The FY 2024 budget recommendation includes Personnel Services and Operating Expenses for all Town departments. The Town operating budget increase includes two transfers from the School Department: \$270,000 for technology and \$604,000 for debt service to be used to fund school projects. The FY 2024 Recommended Budgets for the Water and Sewer Enterprises are \$11,154,547 and \$5,197,966 respectively.

SCHOOL DEPARTMENT

The Town Manager's FY 2024 Recommended Budget for the School Department is \$98,726,924. This sum represents a \$3,600,033 or a 3.78% increase over the FY 2024 appropriation of \$95,126,891. The School Department budget is net of transfers to the Town of, \$270,000 for technology and \$604,000 for debt service to be used to fund school projects. 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 2023 Annual Town Meeting in May.

FIXED COSTS AND OBLIGATIONS

Regional High Schools - For FY 2024, the sum of \$1,312,220 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 \$38,220 over the FY 2023 budget of \$1,274,000. 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

Debt Service - The sum of \$25,503,634 is recommended for FY 2024. This represents an increase of \$2,169,742 or 9.30% over FY 2023. This amount includes the second year of the pension obligation bond, as well as the debt service related to the first major borrowing 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 \$23,835,094 is recommended for FY 2024. This amount represents a 3.47% increase from the FY 2023 budget (\$800,297). The FY 2024 budget amount will cover additional new subscribers and retirees in FY 2024. The budgeted amount is net of estimated savings generated from OPEB Reform (\$1,039,042) and from a change in employee/employer premium contributions effective July 1, 2017 (\$742,106). This preliminary amount is subject to change based on the results of the rate setting process currently underway.

Retirement Fund - The sum of \$7,124,644 is recommended for FY 2024. This appropriation reflects an increase of \$870,689 or 13.92% over the FY 2023 assessment. In FY 2022 the Town issued \$165,000,000 in Pension Obligation Bonds which funded approximately 90% of our unfunded liability. For FY 2024 the Town only has to budget for the normal cost and the remaining 10% of the unfunded liability. The FY 2024 pension assessment amount to be contributed reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2040 using a discount rate of 5.75%.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Projects Fund appropriation for FY 2024 totals \$2,890,000 and is based on allocating 5.49% 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 \$3,006,128 for FY 2024 which includes the use of free cash and water and sewer reserves for capital needs. Offset Expenditures are proposed at \$2,602,531 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 FY 2024 Budget is \$234,752,077. Property taxes account for 78.37% of the Town's total revenue sources available to fund the FY 2024 budget. Local revenues sources account for 5.18% of the budgeted

EXECUTIVE BUDGET SUMMARY

revenues, while State Aid contributes 6.46%, and Water and Sewer receipts 7.76%. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

Property Taxes. FY 2024 Property Taxes are recommended at \$172,656,933. This is a 3.94% increase over FY 2023 taxes as approved by the MA Dept. of Revenue in December of 2022. FY 2024 preserves \$300,000 in unused levy capacity. In addition there is \$2,326,399 in unused levy capacity related to Pension Obligation Bonds. There is also an additional \$11,313,463 of property taxes attributed to the Proposition 2½ debt exemptions for previously approved building projects and 50% of the debt service attributable to Pension Obligation Bonds. New Growth has been estimated at \$1,931,422 for FY 2024, representing a 10-year adjusted average.

State Aid. The sum of \$15,157,237 is included in revenues to reflect Andover's estimated State Aid for FY 2024. This number is based on the Governor's recently released FY 2024 budget and reflects an increase of \$284,740 or 1.91% over the Town's FY 2023 State Aid of \$14,872,497.

Local Revenues. Local revenues are projected at \$14,753,481 for FY 2024. This figure includes \$2,527,531 of departmental receipts used to offset the respective budgets. The Local Revenue figure reflects minimal increases in several categories due to the impact of the ongoing COVID-19 pandemic and generally represents a five year average of the majority of the local revenue categories adjusted for actual and projected activity.

Water and Sewer Enterprise Funds. The Water and Sewer Enterprise revenues are projected at \$18,214,457 for FY2024. This figure assumes approval of a multi-year rate plan by the Select Board/Water Commissioners.

Free Cash. The Town's Free Cash that will be available for the 2023 Annual Town Meeting is \$8,679,412. The Recommended FY 2024 Budget proposes to appropriate \$1,919,128 from Free Cash for Information Technology capital projects, replacement of police vehicles, the town's annual sidewalk program and minor sidewalk repairs. There is no use of Free Cash being proposed to support operating budgets.

EXECUTIVE BUDGET SUMMARY

TOTAL FY24 RECOMMENDED BUDGET SUMMARY

REVENUES	FY 2023	FY2024	\$ Change	% Change
	Approved	TM Rec		
Property Taxes	\$166,112,811	\$172,656,933	\$6,544,122	3.94%
Addtl. Taxes - Debt Exclusion	\$8,656,912	\$11,313,463	\$2,656,551	30.69%
State Aid	\$14,872,497	\$15,157,237	\$284,740	1.91%
General Local Revenues	\$11,634,191	\$12,150,950	\$516,759	4.44%
Water & Sewer Enterprises	\$16,656,145	\$18,214,457	\$1,558,312	9.36%
Offset Dept Revenues	\$2,097,531	\$2,602,531	\$505,000	24.08%
Other Avail. Funds - Budget	\$238,426	\$208,426	(\$30,000)	-12.58%
Other Avail. Funds - Articles	\$2,914,232	\$528,952	(\$2,385,280)	-81.85%
Free Cash	\$3,414,292	\$1,919,128	(\$1,495,164)	-43.79%
	\$226,597,037	\$234,752,077	\$8,155,040	3.60%

EXPENSES	FY2023	FY2024	\$ Change	% Change
	Approved	TM Rec		
School Department	\$95,126,891	\$98,726,924	\$3,600,033	3.78%
Town Departments	\$46,442,329	\$47,705,193	\$1,262,864	2.72%
Health Insurance	\$23,034,797	\$23,835,094	\$800,297	3.47%
Debt Service	\$23,333,892	\$25,503,634	\$2,169,742	9.30%
Retirement	\$6,253,955	\$7,124,644	\$870,689	13.92%
Water & Sewer	\$15,009,259	\$16,352,513	\$1,343,254	8.95%
Other Obligations/Non-App Costs	\$8,265,636	\$9,482,592	\$1,216,956	14.72%
Capital Projects Fund	\$2,756,500	\$2,890,000	\$133,500	4.84%
Offset Expenditures	\$2,329,957	\$2,602,531	\$272,574	11.70%
Warrant Articles	\$4,043,821	\$528,952	(\$3,514,869)	-86.92%
	\$226,597,037	\$234,752,077	\$8,155,040	3.60%

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 – FY2023 Budget	\$0
Free Cash for the FY2024 Budget	\$0
Appropriations to fund capital requests	\$1,919,128
Annual Staff Device Refresh	\$456,238
Annual Student Device Refresh	\$257,890
Minor Sidewalk Repairs	\$250,000
Town Sidewalk Program	\$750,000
Police Vehicle Replacement	\$205,000

From Taxation

Pension Obligation Bond Reserve	\$240,000
Fireworks	\$14,000
Elderly/Disabled Transportation Program	\$12,000
Support for Andover Day and Civic Events	\$15,000

From General Fund Borrowing

Public Works Vehicles - Large	\$455,000
Fire Rescue Vehicles	\$975,000
Town Parks & Playground Improvements	\$625,000
Town/School Energy Initiatives	\$470,000
Major Town Projects	\$900,000
Major School Projects	\$1,125,000

From Special Dedicated Funds

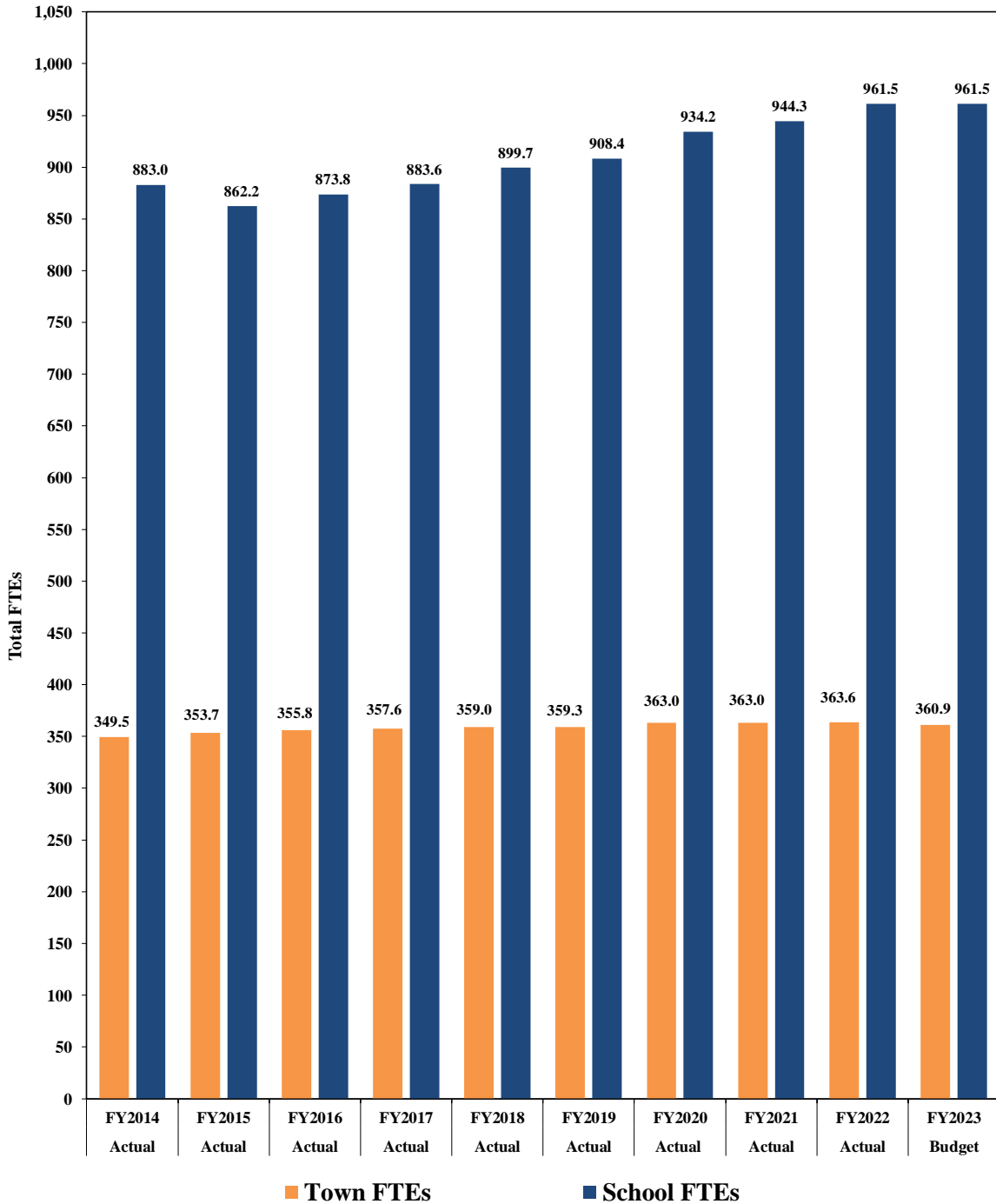
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000
Overlay Surplus	\$50,000

From Water & Sewer Enterprise Funds

Water Main Replacement Projects (Water Borrowing)	\$6,000,000
SCADA System Upgrades (Water Borrowing)	\$2,500,000
Water Treatment GAC Replacement (Water Borrowing)	\$560,000
Shawsheen River Sewer Interceptor Improvements (Sewer Borrowing)	\$2,200,000
Inflow/Infiltration Removal Program (Sewer Reserves)	\$300,000
Lead Service Replacements (Water Borrowing)	\$1,800,000

EXECUTIVE BUDGET SUMMARY

Town & School Employees (FTEs) FY2014 - FY2023

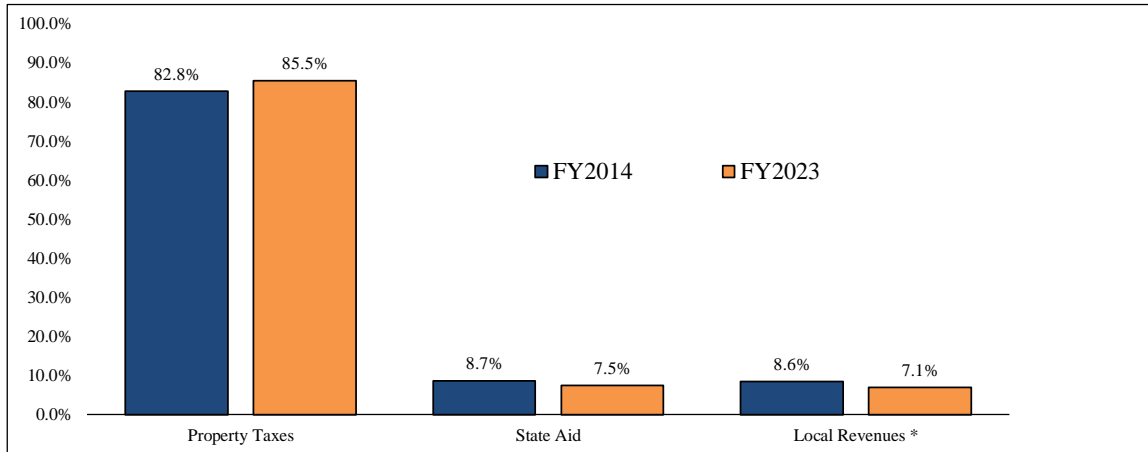


	Actual FY2014	Actual FY2015	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Actual FY2021	Actual FY2022	Budget FY2023	10-Yr FTE Change
Town FTEs	349.5	353.7	355.8	357.6	359.0	359.3	363.0	363.0	363.6	360.9	11.5
School FTEs	883.0	862.2	873.8	883.6	899.7	908.4	934.2	944.3	961.5	961.5	107.3
Total FTEs	1,232.5	1,215.9	1,229.6	1,241.2	1,258.6	1,267.6	1,297.2	1,307.3	1,325.1		118.8

*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.

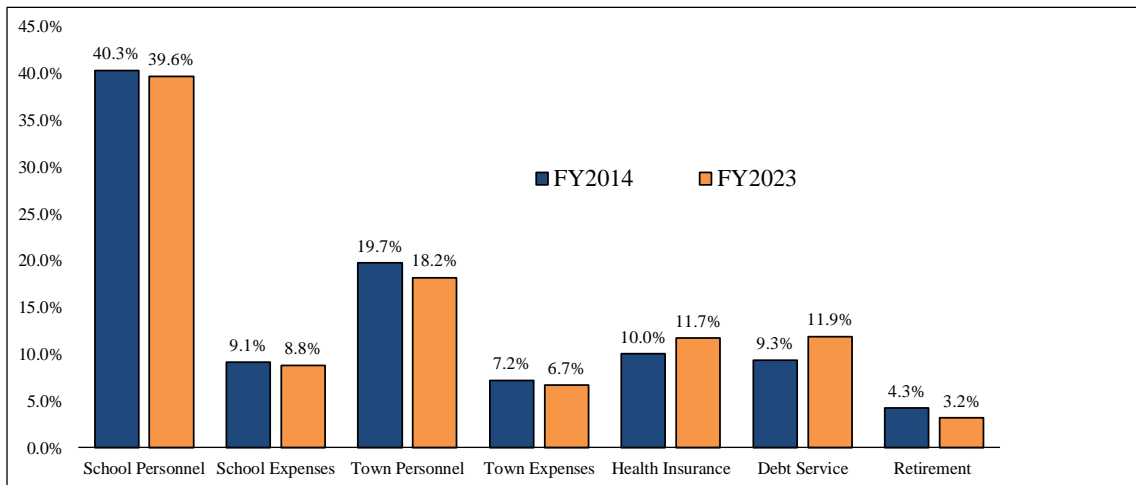
EXECUTIVE BUDGET SUMMARY

10 Year Proportional Change to Major General Fund Revenues FY2014 - FY2023



<u>Major Gen. Fund Revenues</u>	<u>FY2014</u>	<u>Pct. %</u>	<u>FY2023</u>	<u>Pct. %</u>	<u>10 Year \$ Increase</u>	<u>10 Year % Incr.</u>	<u>Avg. Yrly. \$ Increase</u>	<u>Avg. Yrly. % Incr.</u>
Property Taxes	\$114,227,849	82.8%	\$166,435,148	85.5%	\$52,207,299	45.7%	\$5,220,730	4.6%
State Aid	\$11,977,454	8.7%	\$14,527,860	7.5%	\$2,550,406	21.3%	\$255,041	2.1%
Local Revenues *	<u>\$11,802,430</u>	8.6%	<u>\$13,731,722</u>	7.1%	<u>\$1,929,292</u>	16.3%	<u>\$192,929</u>	1.6%
<i>* Including Dept. Offset Receipts</i>	\$138,007,733	100.0%	\$194,694,730	100.0%	\$56,686,997		\$5,668,700	

10 Year Proportional Change to Major General Fund Expenditures FY2014 - FY2023



<u>Major G.F. Expenditures</u>	<u>FY2014</u>	<u>Pct. %</u>	<u>FY2023</u>	<u>Pct. %</u>	<u>10 Year \$ Increase</u>	<u>10 Year % Incr.</u>	<u>Avg. Yrly. \$ Increase</u>	<u>Avg. Yrly. % Incr.</u>
School Personnel	\$56,173,851	40.3%	\$77,899,943	39.6%	\$21,726,092	38.7%	\$2,172,609	3.9%
School Expenses	\$12,753,742	9.1%	\$17,226,948	8.8%	\$4,473,206	35.1%	\$447,321	3.5%
Town Personnel	\$27,505,500	19.7%	\$35,701,355	18.2%	\$8,195,855	29.8%	\$819,586	3.0%
Town Expenses	\$10,038,594	7.2%	\$13,070,931	6.7%	\$3,032,337	30.2%	\$303,234	3.0%
Health Insurance	\$14,000,000	10.0%	\$23,034,797	11.7%	\$9,034,797	64.5%	\$903,480	6.5%
Debt Service	\$13,035,323	9.3%	\$23,333,892	11.9%	\$10,298,569	79.0%	\$1,029,857	7.9%
Retirement	<u>\$5,935,944</u>	4.3%	<u>\$6,253,955</u>	3.2%	<u>\$318,011</u>	5.4%	<u>\$31,801</u>	0.5%
	\$139,442,954	100.0%	\$196,521,821	100.0%	\$57,078,867		\$5,707,887	

***FY2023 figures are budgeted, not actual*

EXECUTIVE BUDGET SUMMARY

STATE AID AND ASSESSMENTS

	FINAL <u>FY2018</u>	FINAL <u>FY2019</u>	FINAL <u>FY2020</u>	FINAL <u>FY2021</u>	FINAL <u>FY2022</u>	FINAL <u>FY2023</u>	ESTIMATE <u>FY2024</u>
<u>STATE AID</u>							
Chapter 70 Education Aid	10,066,835	10,595,662	11,668,291	11,668,291	11,837,131	12,167,131	12,410,474
School Construction Reimb SBAB	-	-	-	-	-	-	-
Charter Tuition Assessment Reimbursement	65,374	43,378	28,452	21,868	30,341	147,723	147,723
Reserved for School Lunch and Libraries	45,830	46,474	46,721	56,035	56,035	78,478	78,478
State Owned Property	207,959	207,959	223,355	229,168	227,590	329,827	329,827
Exemptions/Vet,Blind,Surviving Spouse	41,168	39,662	41,074	70,808	61,887	59,985	59,985
Veterans Benefits	55,710	49,780	70,563	56,331	44,665	19,473	19,473
General Government Aid	1,785,062	1,847,539	1,897,423	1,897,423	1,963,833	2,069,880	2,111,278
TOTAL	12,267,938	12,830,454	13,975,879	13,999,924	14,221,482	14,872,497	15,157,238
<u>ASSESSMENTS</u>							
Retired Teachers Health Insurance *	-	-	-	-	-	-	-
Mosquito Control Projects	120,316	128,731	128,932	136,788	139,564	143,749	147,343
Air Pollution Districts	13,890	14,247	14,086	14,533	14,655	14,929	15,302
RMV Non-Renewal Surcharge	31,020	31,020	29,720	21,840	21,840	25,340	25,974
MBTA	3,731	-	10,438	15,895	-	-	-
Merrimack Valley Regional Transit Authority	227,075	272,392	231,124	230,833	251,322	257,605	264,045
Special Education	-	37,373	32,844	19,395	-	21,067	21,594
School Choice Sending Tuition	76,967	93,703	69,998	98,892	107,666	200,769	205,788
Charter School Sending Tuition	207,011	259,345	201,060	196,410	272,674	410,006	420,256
Essex Tech Inst. Sending Tuition **	-	-	-	-	-	-	-
TOTAL	680,010	836,811	718,202	734,586	807,721	1,073,465	1,100,302
NET STATE AID	11,587,928	11,993,643	13,257,677	13,265,338	13,413,761	13,799,032	14,056,936

SECTION 4



OPERATING BUDGET REQUESTS FY2024

ARTICLE 4 FY2024 OPERATING BUDGET

LINE DEPARTMENT ITEM	EXPENDED FY2021	EXPENDED FY2022	BUDGET FY2023	TM REC FY2024	% CHANGE FY23-FY24
<u>PUBLIC SAFETY</u>					
1 PERSONNEL SERVICES	16,638,097	17,198,960	16,728,660	17,834,500	
2 OTHER EXPENSES	<u>1,607,004</u>	<u>1,857,916</u>	<u>1,630,368</u>	<u>1,796,765</u>	
TOTAL	18,245,101	19,056,876	18,359,028	19,631,265	6.93%
<i>Includes \$265,371 Parking Receipts; \$60,000 Detail Fees; and \$1,750,000 Ambulance Collections</i>					
<u>GENERAL GOVERNMENT / IT / CD&P</u>					
3 PERSONNEL SERVICES	6,995,050	7,043,424	7,511,444	7,771,063	
4 OTHER EXPENSES	<u>2,199,369</u>	<u>2,381,985</u>	<u>2,751,202</u>	<u>2,911,145</u>	
TOTAL	9,194,419	9,425,409	10,262,646	10,682,208	4.09%
<i>Includes \$25,000 Wetland Filing Fees</i>					
<u>DEPARTMENT OF PUBLIC WORKS</u>					
5 PERSONNEL SERVICES	3,792,696	3,834,283	3,834,283	3,930,369	
6 OTHER EXPENSES	<u>5,950,831</u>	<u>5,888,050</u>	<u>5,888,050</u>	<u>6,445,997</u>	
TOTAL	9,743,527	9,722,333	9,722,333	10,376,366	6.73%
<i>Includes \$60,000 Cemetery Revenues</i>					
<u>FACILITIES</u>					
7 PERSONNEL SERVICES	2,343,857	2,468,675	2,592,091	2,732,130	
8 OTHER EXPENSES	<u>1,198,874</u>	<u>1,363,735</u>	<u>1,354,850</u>	<u>1,446,400</u>	
TOTAL	3,542,731	3,832,410	3,946,941	4,178,530	5.87%
<i>Includes \$40,000 Rental Receipts</i>					
<u>LIBRARY</u>					
9 PERSONNEL SERVICES	2,110,648	2,209,245	2,307,538	2,383,930	
10 OTHER EXPENSES	<u>593,116</u>	<u>644,496</u>	<u>666,437</u>	<u>674,179</u>	
TOTAL	2,703,764	2,853,741	2,973,975	3,058,109	2.83%
<u>COMMUNITY SERVICES</u>					
11 PERSONNEL SERVICES	1,652,220	1,738,631	1,879,000	1,956,387	
12 OTHER EXPENSES	<u>420,321</u>	<u>369,678</u>	<u>580,024</u>	<u>617,115</u>	
TOTAL	2,072,541	2,108,309	2,459,024	2,573,502	4.66%
<i>Includes \$556,531, \$25,000 and \$51,000 in User Fees, \$55,000 Grants</i>					
<u>UNCLASSIFIED</u>					
13 COMPENSATION FUND	-	-	848,339	-	
14 RESERVE FUND	inc above	inc above	<u>200,000</u>	<u>200,000</u>	
TOTAL			1,048,339	200,000	
<u>TOWN DEPTS. TOTAL</u>					
PERSONNEL SERVICES	33,532,568	34,493,218	35,701,355	36,608,379	
OTHER EXPENSES	11,969,515	12,505,860	13,070,931	14,091,601	
<i>Less Budgeted Revenues</i>	<u>(2,632,126)</u>	<u>(2,440,855)</u>	<u>(2,329,957)</u>	<u>(2,994,787)</u>	
NET TOTAL	42,869,957	44,558,223	46,442,329	47,705,193	2.72%

ARTICLE 4
FY2024
OPERATING BUDGET

LINE DEPARTMENT ITEM	EXPENDED FY2021	EXPENDED FY2022	BUDGET FY2023	TM REC FY2024	% CHANGE FY23-FY24
<u>ANDOVER SCHOOL DEPT</u>					
PERSONNEL SERVICES	72,149,779	72,149,779	77,899,943	79,732,107	
OTHER EXPENSES	<u>17,627,863</u>	<u>17,627,863</u>	<u>17,226,948</u>	<u>18,994,817</u>	
15 TOTAL	89,777,642	89,777,642	95,126,891	98,726,924	3.78%

LINE DEPARTMENT ITEM	EXPENDED FY2021	EXPENDED FY2022	BUDGET FY2023	TM REC FY2024	% CHANGE FY23-FY24
<u>SEWER</u>					
16 PERSONNEL SERVICES	330,522	323,506	357,873	378,940	
17 OTHER EXPENSES	2,172,210	2,361,988	2,978,124	3,260,798	
18 DEBT SERVICE *	-	-	<u>1,602,416</u>	<u>1,558,228</u>	
TOTAL	<u>2,502,732</u>	<u>2,685,494</u>	<u>4,938,413</u>	<u>5,197,966</u>	5.26%
<u>WATER</u>					
19 PERSONNEL SERVICES	2,271,974	2,219,270	2,343,272	2,395,322	
20 OTHER EXPENSES	3,809,469	3,523,247	3,926,102	4,835,642	
21 DEBT SERVICE *	-	-	<u>3,801,472</u>	<u>3,923,583</u>	
TOTAL	<u>6,081,443</u>	<u>5,742,517</u>	<u>10,070,846</u>	<u>11,154,547</u>	10.76%
TOTAL	8,584,175	8,428,011	15,009,259	16,352,513	

LINE DEPARTMENT ITEM	EXPENDED FY2021	EXPENDED FY2022	BUDGET FY2023	TM REC FY2024	% CHANGE FY23-FY24
<u>OBLIGATIONS</u>					
22 TECHNICAL SCHOOLS	768,834	1,072,920	1,274,000	1,312,220	
23 DEBT SERVICE *	16,738,783	11,028,908	23,333,892	25,503,634	
24 GENERAL INSURANCE	1,225,921	1,254,208	1,164,000	1,280,400	
25 UNEMPLOYMENT COMP.	163,147	160,000	164,000	168,100	
26 RETIREMENT FUND	13,610,301	12,897,390	6,253,955	7,124,644	
27 HEALTH INSURANCE FUND	22,338,257	23,147,462	23,034,797	23,835,094	
28 OPEB	<u>1,631,003</u>	<u>1,696,026</u>	<u>1,753,413</u>	<u>1,812,834</u>	
TOTAL	<u>56,476,246</u>	<u>51,256,914</u>	<u>56,978,057</u>	<u>61,036,926</u>	7.12%
<i>Includes \$58,586 from Premium Reserve</i>					

GRAND TOTAL	200,340,146	196,461,645	215,886,493	226,816,343	
<i>Less Budgeted Revenues</i>	<u>(2,632,126)</u>	<u>(2,440,855)</u>	<u>(2,329,957)</u>	<u>(2,994,787)</u>	
NET TOTAL	197,708,020	194,020,790	213,556,536	223,821,556	4.81%

* - 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.

		FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGET	FY2024 DEPT REQ	FY2024 TOWN MGR
TOWN MODERATOR		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011141	TOWN MODERATOR SALARY					
	5130 PART TIME	\$500	\$0	\$250	\$250	\$250
	TOTAL SALARIES	\$500	\$0	\$250	\$250	\$250
	TOTAL TOWN MODERATOR	\$500	\$0	\$250	\$250	\$250

Select Board

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

		FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGET	FY2024 DEPT REQ	FY2024 TOWN MGR
SELECT BOARD						
GENERAL GOVERNMENT						
011221	SELECT BOARD SALARIES					
	5130 PART TIME	\$14,439	\$16,768	\$18,000	\$18,000	\$18,000
	SUBTOTAL	\$14,439	\$16,768	\$18,000	\$18,000	\$18,000
011222	SELECT BOARD EXPENSES					
	5295 OTHR SVCS	\$185	\$1,421	\$0	\$0	\$0
	5310 OFFICE SUP	\$24	\$54	\$150	\$150	\$150
	5700 UNCLAS EXP	\$197	\$3,990	\$3,000	\$3,000	\$3,000
	5710 TRAVEL	\$0	\$0	\$500	\$500	\$500
	5730 DUES/SUBSCRIPTIONS	\$8,045	\$8,204	\$8,200	\$8,200	\$8,200
	SUBTOTAL	\$8,451	\$13,669	\$11,850	\$11,850	\$11,850
	TOTAL SELECT BOARD	\$22,890	\$30,437	\$29,850	\$29,850	\$29,850

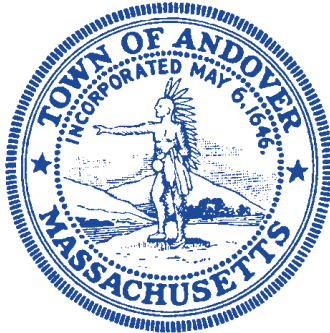
FINANCE COMMITTEE

Finance Committee Description

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

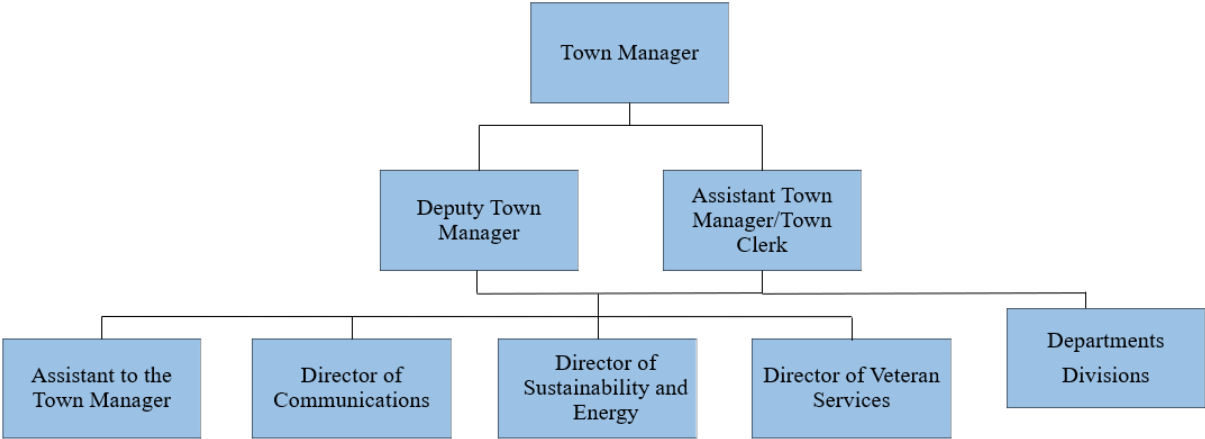
FINANCE COMMITTEE		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011312	FINANCE COMMITTEE EXPENSES					
5225	POSTAGE	\$7,557	\$3,260	\$6,200	\$6,200	\$6,200
5270	PRINTING	\$18,069	\$20,751	\$22,000	\$26,000	\$26,000
5310	OFFICE SUP	\$0	\$0	\$100	\$100	\$100
5730	DUES/SUBSCRIPTIONS	<u>\$520</u>	<u>\$25</u>	<u>\$600</u>	<u>\$600</u>	<u>\$600</u>
TOTAL	SUBTOTAL	<u>\$26,146</u>	<u>\$24,036</u>	<u>\$28,900</u>	<u>\$32,900</u>	<u>\$32,900</u>
	TOTAL FINANCE COMMITTEE	\$26,146	\$24,036	\$28,900	\$32,900	\$32,900

TOWN MANAGER



Mission Statement

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



TOWN MANAGER

Department Description

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

Position Classification	FTE FY2021	FTE FY2022	FTE FY2023	REQ FY2024	TMREC FY2024	TMREC FY2024
Town Manager	1.0	1.0	1.0	1.0	1.0	240,768
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	164,400
Assistant Town Manager (1)(2)			1.0			
Director of Communications				1.0	1.0	98,500
Assistant to the Town Manager	1.0	1.0	1.0	1.0	1.0	91,570
Dir. Business, Arts & Cultural Develop. (3)	1.0	1.0				
	4.0	4.0	4.0	4.0	4.0	595,238

(1) - Transfer from Finance (FY21)
 (2) - See Town Clerk - Asst Town Manager is also Town Clerk
 (3) - Transfer to CD&P (FY21)

TOWN MANAGER		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011231	TOWN MANAGER SALARIES					
5110	REG WAGES	\$564,514	\$574,860	\$580,936	\$595,238	\$595,238
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$564,514	\$574,860	\$580,936	\$595,238	\$595,238
011232	TOWN MANAGER EXPENSES					
5220	TELEPHONE	\$522	\$532	\$600	\$600	\$600
5250	ADVRTSNG	\$170	\$64	\$200	\$200	\$200
5270	PRINTING	\$2,842	\$1,836	\$2,500	\$2,500	\$2,500
5231	TRANSPORTATION ALLOWANCE	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
5295	OTHR SVCS	\$22,848	\$9,157	\$8,000	\$8,000	\$8,000
5310	OFFICE SUP	\$1,112	\$275	\$500	\$500	\$500
5355	AUTOMOTIVE	\$0	\$48	\$0	\$0	\$0
5394	SUPPLIES/BOOKS	\$493	\$0	\$200	\$200	\$200
5490	EVENTS	\$51	\$654	\$0	\$0	\$0
5504	TECHNOLOGY	\$0	\$159	\$0	\$0	\$0
5710	TRAVEL	\$92	\$0	\$5,000	\$5,000	\$5,000
5715	PROFESSIONAL DEVELOPMENT	\$3,970	\$5,338	\$12,000	\$12,000	\$12,000
5720	TRAVEL OUT-OF-STATE	\$0	\$0	\$5,000	\$5,000	\$5,000
5730	DUES/SUBSCRIPTIONS	\$9,955	\$5,311	\$3,500	\$3,500	\$3,500
	SUBTOTAL	\$48,055	\$29,374	\$43,500	\$43,500	\$43,500
	TOTAL TOWN MANAGER	\$612,569	\$604,234	\$624,436	\$638,738	\$638,738

TOWN MANAGER

Select Board/Town Manager Goals 2022-2023

Administration & Finance	
Goal	Deliverable
Deliver the Revenue Recommendation for the FY 2024 Operating Budget and present it to the Select Board as part of the annual budget process.	Present Revenue Recommendation to the Board in January 2023.
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.
Review staffing levels in both the Police and Fire Departments and provide a staffing recommendation as part of the FY 2024 budget proposal.	Include staffing plan within the FY2024 Recommended Budget.
Eliminate the excess levy capacity created by the POB plan through Special Legislation.	Work with the legislative delegation to draft, file, and adopt legislation.
Assist the Board with the review of the MBTA Community Housing Legislation and make any necessary recommendations relative to meeting the legislation's requirements by winter of 2022.	Provide update and begin process in fall 2022.
Work with the Board to develop a process of reviewing of the Town Governance Study Committee Report, including a public engagement component and a plan for prioritizing the report's recommendations. Assist with advancing recommendations as determined by the Select Board.	Present process in September of 2022 and begin review and public engagement process this fall.
Develop scope of work and solicit proposals for consulting services to manage and support a comprehensive review of the Select Board's Policies. Present options to the Board for its consideration and provide staff support to assist with the facilitation of the review process.	Present scope of work and issue RFP for consulting services in fall of 2022.
Secure funding from the State for removal of lead water service lines.	Replace lead service lines in accordance with voluntary consent order from DEP.
Launch the town's new Wellness and Support Services Division under the leadership of the Wellness and Support Coordinator	Identify necessary resources and collaborate with the Health Division on the Community Health Assessment.

Administration & Finance - Board Update and Reporting Goals	
Goal	Deliverable
Manage the disbursement of the town's American Rescue Plan Act (ARPA) Funds.	Present the Board with bi-annual updates by expenditure category
Continue to negotiate successor contracts for all town unions.	Continue to negotiate agreements consistent with the Select Board's authorization. Provide updates as appropriate.
Develop quarterly reports to the Board on key metrics, trends and response times.	Ongoing
Provide the Board with an update on departmental and division goals including relevant metrics and outcomes and potential barriers, including quarterly updates in the areas of DEI, Sustainability, Water & Business, Arts & Culture.	Quarterly updates will begin in July.
Provide updates to the Board on construction 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. Bring updates to the Board as necessary.	Ongoing

Citizen Response Management & Engagement	
Goal	Deliverable
Define and establish the scope for a dedicated resource to manage Town-wide communications and develop a funding plan for the resource within the appropriated budget. This function shall be funded through a reallocation of resources.	Present plan to the Board in summer of 2022 and begin the process for identifying and selecting communications resource in fall of 2022.
Update the Town website.	Establish resident focus group in the fall of 2022; launch new website in the fall/winter of 2022.

TOWN MANAGER

Capital Improvements	
Goal	Deliverable
Finalize design and develop implementation schedule for access and customer service improvements to Town Offices with a focus on meeting space, ADA compliance, customer service and user experience	Begin construction fall/winter of 2022
Implement Year 4 of the Gas Disaster Recovery Plan and provide incremental updates to the Select Board.	Begin Year 4 of implementation of the road restoration program. Municipal lots will be rebid in July of 2022.
Start to implement the sidewalk program and continue to incorporate it into the FY 2024-FY2028 Capital Improvement Program based on the Sidewalk Master Plan.	Begin to implement the prioritization plan created through the Sidewalk Master Plan process.
Present the final plan for capping the Ledge Road Landfill.	Update permitting, as necessary, for landfill closure and present final plan in the fall.
Develop Complete Streets Prioritization Plan and submit to the State for approval.	Collaborate with stakeholders to identify eligible projects to submit as part of the prioritization plan.
Develop preferred concept and financing plans for recreational improvements including, but not limited to, developing the Park Property and the potential construction of a rail trail.	Finalize the preferred concept with the community in the winter of 2022 in preparation for the 2023 Annual Town Meeting. Including funding recommendation in the CIP.

Downtown Andover, Historic Mill District, and Economic Development	
Goal	Deliverable
Work with the selected developer for 11 Lewis Street and negotiate and finalize the land disposition agreement (LDA).	Negotiations with the selected developer will continue.
Move the Route 133 Corridor Improvement Project to the 25% Design Phase with MassDOT.	Continue to engage the public in the design process; hold 25% design public hearing in fall of 2022
Support the work of the Master Plan Steering Committee in their work to update the 2021 Master Plan.	Continue to develop the Master Plan timeline and scope of work with a public input event in September of 2022.
Develop process for considering 25 MPH speed limit requests.	Present process in the fall of 2022.

River and 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.	Complete Conservation Review in summer of 2022; prepare bid documents for fall 2022 bidding and construction.
Develop plan to collect trash and debris in the Merrimack River.	The town is finalizing an agreement to place its own booms in targeted areas along Andover's shoreline to collect and professionally remove debris
Complete the Master Planning Process for the Shawsheen River and improve safe access for fishing and boating.	Complete the Master Plan in the winter of 2022.
Identify opportunities for improving access, and specifically ADA access, to the river(s) and other open/recreation spaces.	Ongoing/ADA Component: Identify project in fall of 2022.

TOWN MANAGER

Energy and Sustainability	
Goal	Deliverable
Finalize Climate Action Plan.	Deliver draft of the Andover Climate Action Plan by June 2023.
Facilitate the next steps for implementation of Andover's Community Choice Aggregation Program upon approval of the Department of Public Utilities which includes continued community engagement and comprehensive mailing program.	Review and respond to DPU information request to prepare for final approval. Tentative target June 2023.
Further align town projects and sustainability initiatives with the Andover Green Advisory Board through a shared goals process.	Work with AGAB to implement shared goals including: Complete Street Prioritization Plan, Town Tree Policy & C-PACE.

Diversity, Equity, and Inclusion	
Goal	Deliverable
Support the work of the DEI Director and DEI Commission as they work to implement the action items of the strategic plan, including identifying and implementing training opportunities for Town employees.	Implement the results of the DEI employee survey.

Select Board Goals	
Goal	Deliverable
Increase engagement with state delegation	Invite state delegation to a regular Board meeting in September 2022 and as needed moving forward.
Develop Master Calendar for Board members and establish liaison assignments.	2022-2023 goal period

Position Classification	FTE FY2021	FTE FY2022	FTE FY2023	REQ FY2024	TMREC FY2024	TMREC FY2024
SUSTAINABILITY						
Director of Sustainability and Energy	1.0	1.0	1.0	1.0	1.0	97,702
	1.0	1.0	1.0	1.0	1.0	97,702

SUSTAINABILITY		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011251	SUSTAINABILITY SALARIES					
	5110 REG WAGES	\$75,368	\$88,793	\$91,849	\$97,702	\$97,702
	SUBTOTAL	\$75,368	\$88,793	\$91,849	\$97,702	\$97,702
011252	SUSTAINABILITY EXPENSES					
	5268 PROFESSIONAL SERVICES	\$0	\$8,512	\$12,000	\$44,000	\$39,000
	5270 PRINTING	\$0	\$117	\$4,800	\$750	\$750
	5295 OTHR SVCS	\$27	\$0	\$220	\$500	\$500
	5310 OFFICE SUP	\$0	\$250	\$150	\$980	\$980
	5710 TRAVEL	\$0	\$0	\$150	\$325	\$325
	5715 PROFESSIONAL DEVELOPMENT	\$0	\$1,995	\$600	\$600	\$600
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$1,470	\$550	\$550
	SUBTOTAL	\$27	\$10,874	\$19,390	\$47,705	\$42,705
	TOTAL SUSTAINABILITY	\$75,395	\$99,667	\$111,239	\$145,407	\$140,407

TOWN MANAGER

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

Major FY24 Initiatives

In addition to status quo operations, the Sustainability Director will pursue the following major initiatives in FY24. These are informed by Select Board FY22 Energy and Sustainability objectives, Town Manager as well as other Andover Department inputs, Andover Green Advisory Board discussions and community feedback.

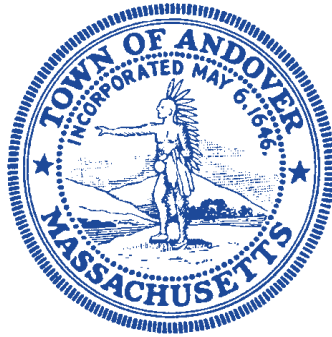
- **Andover Climate Action and Sustainability Plan** – Following the adoption of the goals of the Andover Climate Action and Sustainability Plan, begin one or more high impact initiatives that can reduce carbon emissions or improve community resilience
- **Andover Community Power (ACP) Rollout** – Pending support from DPU and positive market conditions, initiate the ACP competitive supplier RFP process and public outreach campaigns
- **Energy Management Software** – Adopt a new energy management software system to automate utility bill analyses, track solar credits and assess the impact of energy conservation measures over time across municipal buildings and plants
- **Development of the Andover Hazard Mitigation Plan** – Update the expired Hazard Mitigation Plan by engaging with at-risk community and with the support of Town Departments, including but not limited to Police, Fire, Public Health and Public Works.
- **Solar and Electrification Projects** – Begin work on solar and electrification projects on municipal and school properties
- **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

TOWN MANAGER

Position Classification	FTE FY2021	FTE FY2022	FTE FY2023	REQ FY2024	TMREC FY2024	TMREC FY2024
VETERANS SERVICES						
Director Veterans Services	1.0	1.0	1.0	1.0	1.0	99,934
	1.0	1.0	1.0	1.0	1.0	99,934

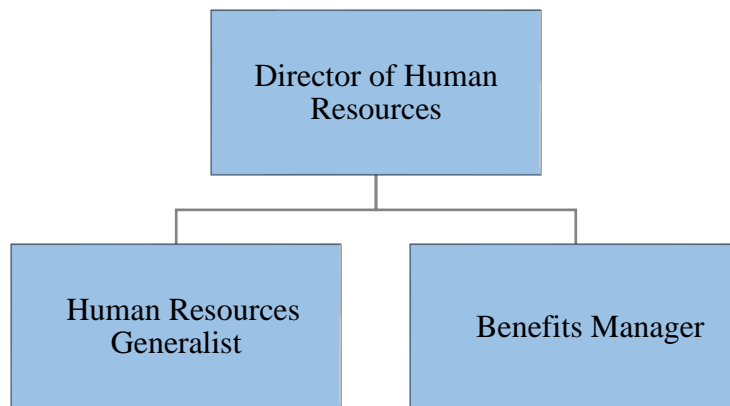
VETERAN SERVICES		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015431	VETERANS SERVICES SALARIES					
	5110 REG WAGES	\$84,906	\$89,703	\$92,771	\$99,934	\$99,934
	5130 PART TIME	\$6,952	\$5,265	\$7,000	\$7,000	\$7,000
	5140 SEASONAL	\$0	\$0	\$0	\$0	\$0
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$91,858	\$94,968	\$99,771	\$106,934	\$106,934
015432	VETERANS SERVICES EXPENSES					
	5270 PRINTING	\$0	\$38	\$0	\$0	\$0
	5231 TRANS ALLOWANCE	\$1,200	\$1,600	\$2,000	\$2,000	\$2,000
	5294 CLOTHING ALLOWANCE	\$0	\$192	\$250	\$250	\$250
	5295 OTHR SVCS	\$82,941	\$59,596	\$88,000	\$88,000	\$58,000
	5310 OFFICE SUP	\$0	\$141	\$500	\$500	\$500
	5395 OTH COMM	\$0	\$0	\$0	\$0	\$0
	5710 TRAVEL	\$0	\$0	\$650	\$650	\$650
	5715 PROF DEV	\$0	\$0	\$0	\$0	\$0
	5730 DUES/SUBSCRIPTIONS	\$945	\$0	\$1,000	\$1,000	\$1,000
	SUBTOTAL	\$85,086	\$61,567	\$92,400	\$92,400	\$62,400
	TOTAL VETERANS SERVICES	\$176,944	\$156,535	\$192,171	\$199,334	\$169,334

HUMAN RESOURCES



Mission Statement

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



HUMAN RESOURCES

Department Description

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

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

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

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

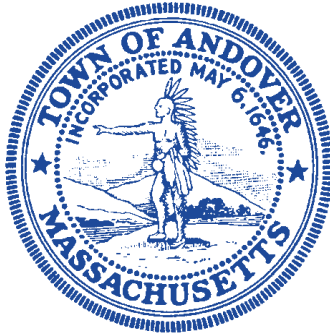
FY2024 Goals

During FY2024, the Town Human Resources Department hopes to begin working on broadening recruitment and retention efforts, particularly focusing on diversity. We will also be working to develop policies and procedures on a variety of issues and matters and will be engaging our health insurance consultant to conduct a full audit of the Town's health insurance per Massachusetts General Law, Chapter 32B §26. This audit will be completed to ensure that members are appropriately eligible for coverage. The Department also hopes to expand training programs for employees, health and wellness initiatives, and risk management initiatives.

Position Classification	FTE FY2021	FTE FY2022	FTE FY2023	REQ FY2024	TMREC FY2024	TMREC FY2024
HUMAN RESOURCES						
Human Resources Director			1.0	1.0	1.0	139,391
Human Resources Generalist					0.66	60,000
			1.0	1.0	1.66	139,391
*HR Generalist position .66 General Fund, 0.34 Health Insurance Trust						

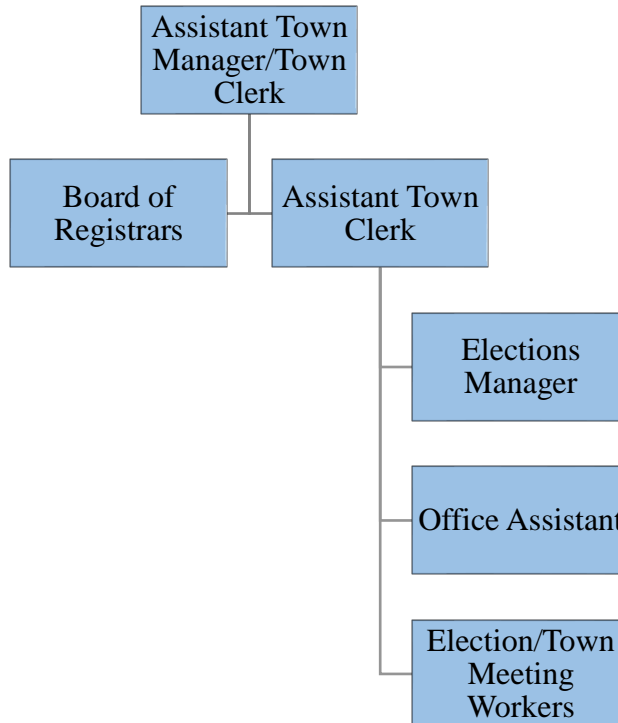
HUMAN RESOURCES		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011521	HUMAN RESOURCES SALARIES					
5110	REG WAGES	\$0	\$65,823	\$135,660	\$199,052	\$199,391
	SUBTOTAL	\$0	\$65,823	\$135,660	\$199,052	\$199,391
011522	HUMAN RESOURCES EXPENSES					
5250	ADVERTISING	\$0	\$0	\$14,000	\$7,500	\$7,500
5295	OTHR SVCS	\$0	\$0	\$2,000	\$0	\$0
5310	OFFICE SUP	\$0	\$0	\$500	\$500	\$500
5327	DRUG TESTING	\$0	\$0	\$0	\$4,000	\$4,000
5710	TRAVEL	\$0	\$0	\$1,000	\$2,000	\$2,000
5715	PROFESSIONAL DEVELOPMENT	\$0	\$0	\$2,000	\$4,000	\$4,000
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$2,000	\$2,000
	SUBTOTAL	\$0	\$0	\$20,000	\$20,000	\$20,000
	TOTAL HUMAN RESOURCES	\$0	\$65,823	\$155,660	\$219,052	\$219,391

TOWN CLERK



Mission Statement

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



TOWN CLERK

Department Description

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

Most of the Town's licensing is initially filed with and processed by the Town Clerk's Office and is approved by the Select Board. These licenses include: Alcoholic Beverage, Common Victualler, Public Vehicle for Hire, Storage of Inflammables, Raffles & Bazaars, Lodging Houses, Dog licenses, Entertainment licenses, 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. We also maintain a record storage and retention system in accordance with the State's Public Record Retention regulations.

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

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

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

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.

TOWN CLERK

FY2024 Objectives

Elections & Town Meetings

- To manage the 2024 Presidential Primary.
- To manage the 2024 Annual Town Election.
- To manage the 2024 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.

Record Management

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

Town Licensing

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

Training

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

Communications

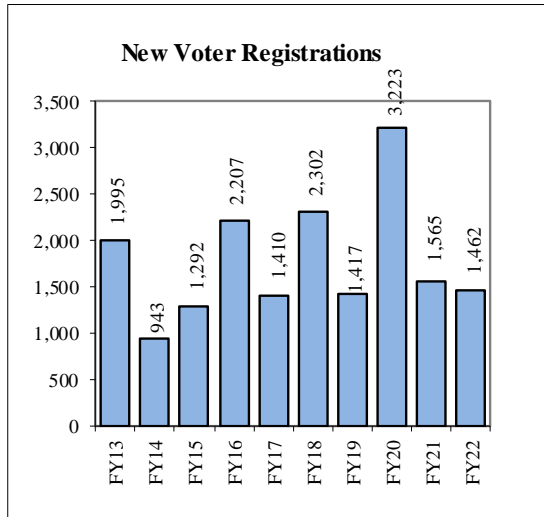
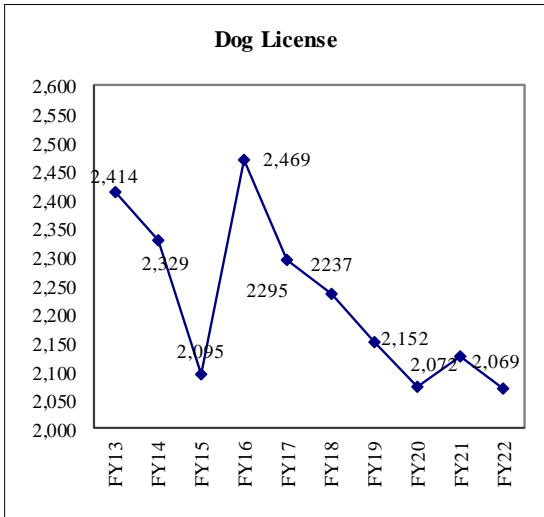
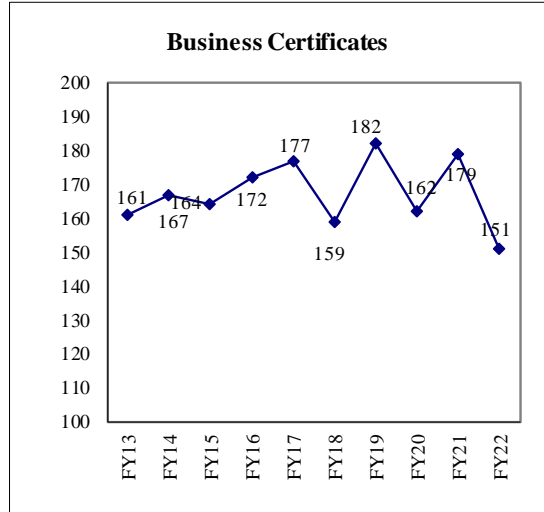
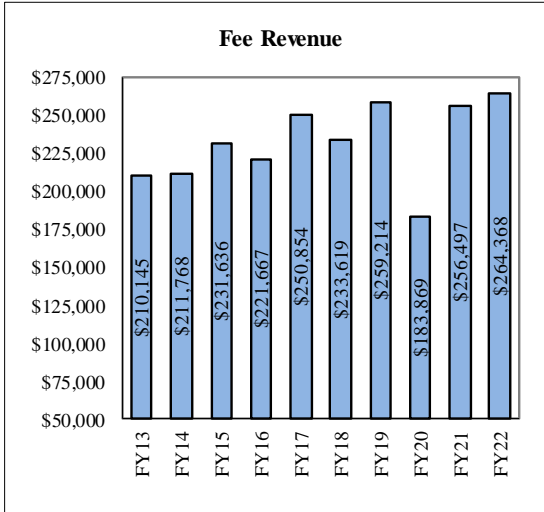
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, social media, cable TV, newsletters, and mailings that may be available from time to time.

Customer Service

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

TOWN CLERK

TOWN CLERK PERFORMANCE STATISTICS

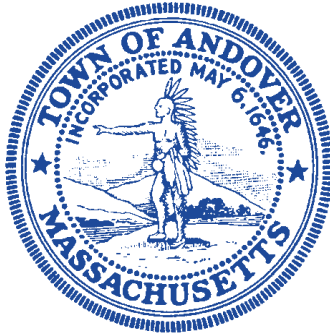


TOWN CLERK

Position Classification	FTE FY2021	FTE FY2022	FTE FY2023	REQ FY2024	TMREC FY2024	TMREC FY2024
TOWN CLERK						
Town Clerk/Assistant Town Manager	1.0	1.0	1.0	1.0	1.0	162,345
Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	83,579
Records Specialist	1.0	1.0				
Election Manager			1.0	1.0	1.0	72,588
Office Assistant III	1.0	1.0	1.0	1.0	1.0	60,430
	4.0	4.0	4.0	4.0	4.0	378,942

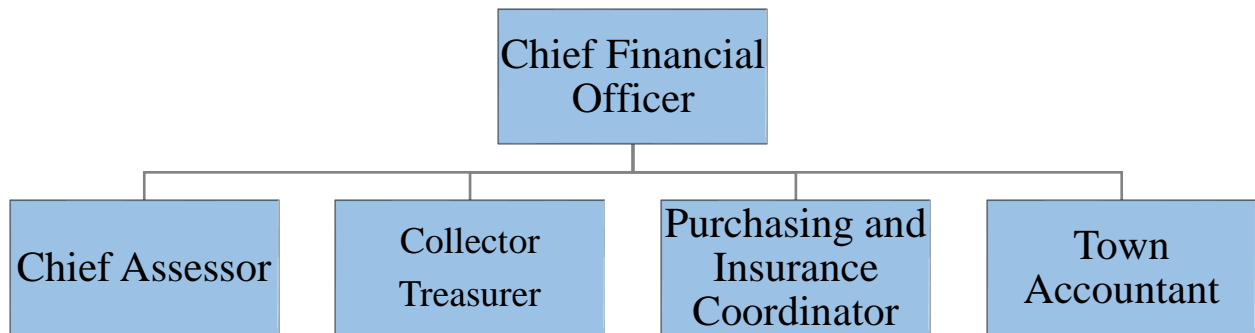
TOWN CLERK		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011611	TOWN CLERK SALARIES					
	5110 REG WAGES	\$341,163	\$258,537	\$289,945	\$378,941	\$378,941
	5120 OVERTIME	\$21,078	\$5,997	\$21,000	\$15,000	\$15,000
	5130 PART TIME	\$21,005	\$18,125	\$15,000	\$25,000	\$25,000
	NEW POSITION				\$19,200	\$19,200
	5135 PT ELECT	\$69,071	\$22,028	\$61,000	\$51,540	\$51,540
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$452,317	\$304,687	\$386,945	\$489,681	\$489,681
011612	TOWN CLERK EXPENSES					
	5225 POSTAGE	\$10,835	\$17,552	\$16,000	\$17,900	\$17,900
	5250 ADVRTSNG	\$2,148	\$1,475	\$2,000	\$2,000	\$2,000
	5270 PRINTING	\$20,710	\$23,698	\$21,000	\$25,350	\$25,350
	5271 CREDIT CARD FEES	\$180	\$354	\$1,000	\$1,000	\$1,000
	5282 REP-OFF EQ	\$4,489	\$25,412	\$10,300	\$14,500	\$14,500
	5295 OTHR SVCS	\$28,482	\$26,695	\$31,000	\$28,660	\$28,660
	5310 OFFICE SUP	\$5,079	\$8,619	\$5,000	\$5,700	\$5,700
	5420 OFF EQUIP	\$2,858	\$357	\$1,000	\$1,000	\$1,000
	5710 TRAVEL	\$240	\$1,058	\$2,000	\$2,000	\$2,000
	5715 PROF DEV	\$0	\$400	\$1,500	\$1,500	\$1,500
	5730 DUES/SUBSCRIPTIONS	\$1,663	\$1,104	\$1,600	\$2,050	\$2,050
	SUBTOTAL	\$76,684	\$106,724	\$92,400	\$101,660	\$101,660
	TOTAL TOWN CLERK	\$529,001	\$411,411	\$479,345	\$591,341	\$591,341

FINANCE AND BUDGET



Mission Statement

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



FINANCE AND BUDGET

Department Description

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

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

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

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

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

FY2024 Objectives

Finance Administration

- To provide Town Manager, elected and appointed officials with the data and analysis required to make informed financial decisions with a view to long-term fiscal implications.
- To work with the Human Resources office on health insurance programs.
- Update and enhance long range financial planning for the town's Enterprise Funds. Work with the Department of Public Works to establish a rate plan for water and sewer rates.
- 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, citizens and businesses.
- To work with the Internet 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

FINANCE AND BUDGET

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

Collector/Treasurer

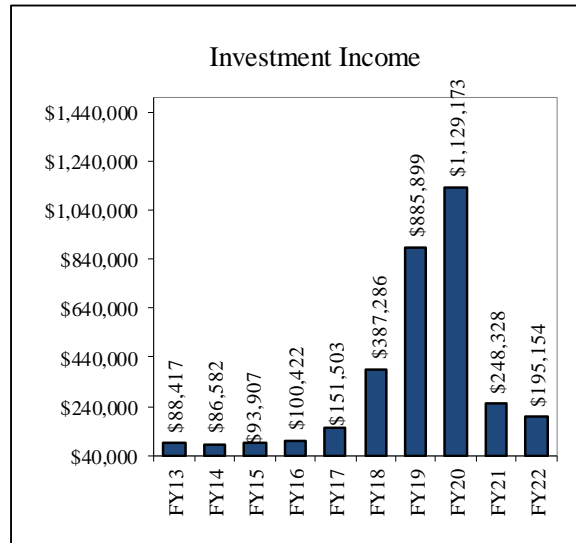
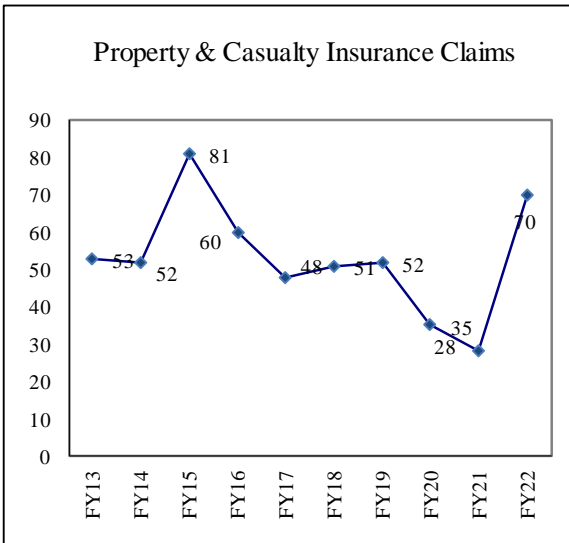
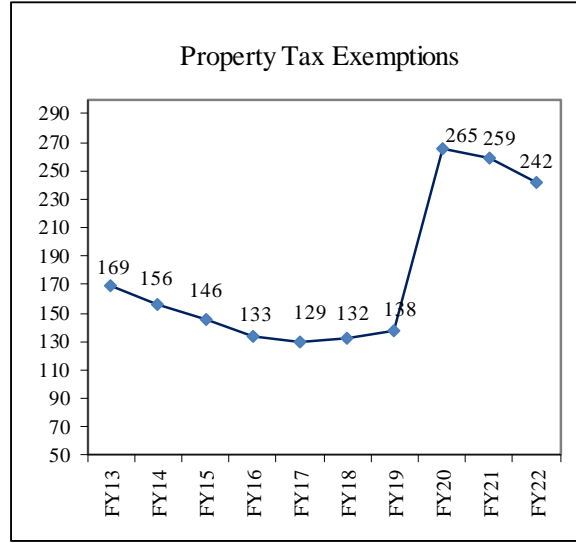
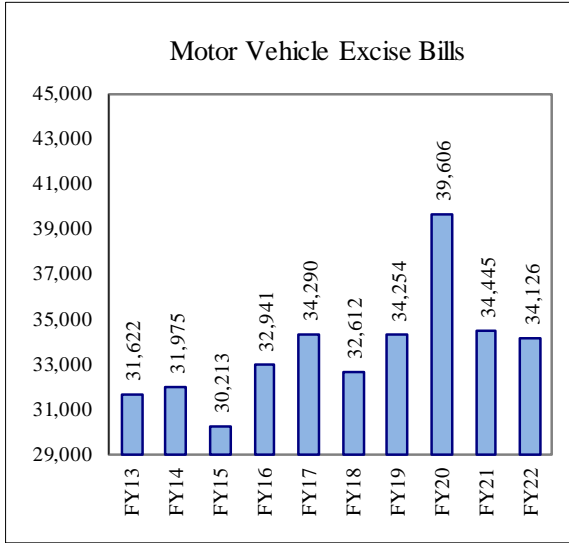
- To continue to provide courteous and prompt service to all of our taxpayers & ratepayers, including account reconciliations.
- Reconcile all receivable accounts in a timely manner.
- Assist in the implementation of the "Paperless" purchase order system.
- Provide additional information on Town's website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

Central Purchasing

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

FINANCE AND BUDGET

FINANCE PERFORMANCE STATISTICS



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

FINANCE AND BUDGET

<u>Position Classification</u>	<u>FTE FY2021</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>REQ FY2024</u>	<u>TMREC FY2024</u>	<u>TMREC FY2024</u>
DEPARTMENT OF FINANCE						
<u>FINANCE ADMINISTRATION</u>						
Chief Financial Officer				1.0	1.0	162,345
Finance and Budget Director	1.0	1.0	1.0			
Management Analyst*			0.5	0.5	0.5	39,398
Administrative Secretary	1.0	1.0				
	2.0	2.0	1.5	1.5	1.5	201,743
* - 50% of Salary Charged to ARPA Grant						
<u>COLLECTOR/TREASURER</u>						
Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	131,288
Asst. Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	85,761
Cash Manager	1.0	1.0	1.0	1.0	1.0	75,040
Office Assistant III	1.0	1.0	1.0	1.0	1.0	66,116
	4.0	4.0	4.0	4.0	4.0	358,205
<u>ASSESSING</u>						
Chief Assessor	1.0	1.0	1.0	1.0	1.0	124,644
Senior Assessor	1.0	1.0	1.0	1.0	1.0	89,362
Office Coordinator	1.0	1.0	1.0	1.0	1.0	81,090
Property Field Lister	1.0	1.0	1.0	1.0	1.0	66,317
Office Assistant III	1.0	1.0	1.0	1.0	1.0	70,521
	5.0	5.0	5.0	5.0	5.0	431,934
<u>CENTRAL PURCHASING</u>						
Purchasing Agents/Ins Coordinator *	0.6	0.6	0.6	0.6	0.6	66,486
Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	87,249
	1.6	1.6	1.6	1.6	1.6	153,735
<u>TOWN ACCOUNTANT</u>						
Town Accountant/Asst Finance Director	1.0	1.0	1.0	1.0	1.0	131,288
Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	83,026
Payroll Administrator	1.0	1.0	1.0	1.0	1.0	92,180
Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	67,626
Accounting Assistant						
Office Assistant II	0.5	0.5	0.5	0.5	0.5	31,432
	4.5	4.5	4.5	4.5	4.5	405,552
FINANCE TOTAL	17.1	17.1	16.6	16.6	16.6	1,551,169

FINANCE AND BUDGET

FINANCE ADMINISTRATION		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011331	FINANCE ADMIN SALARIES					
5110	REG WAGES	\$244,615	\$205,722	\$208,342	\$204,941	\$204,941
5120	OVERTIME	\$4,362	\$7,336	\$6,000	\$6,000	\$6,000
5130	PART-TIME	\$0	\$0	\$0	\$30,450	\$30,450
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$248,977	\$213,058	\$214,342	\$241,391	\$241,391
011332	FINANCE ADMIN EXPENSES					
5255	SOFTWARE SUPPORT	\$130,030	\$137,900	\$147,000	\$150,000	\$150,000
5270	PRINTING	\$0	\$212	\$0	\$0	\$0
5295	OTHER SERVICES	\$690	\$996	\$550	\$550	\$550
5310	OFFICE SUP	\$253	\$892	\$500	\$500	\$500
5394	SUPPLIES/BOOKS	\$0	\$0	\$60	\$60	\$60
5710	TRAVEL	\$0	\$2,128	\$2,500	\$2,500	\$2,500
5715	PROFESSIONAL DEVELOPMENT	\$1,088	\$2,071	\$3,000	\$3,000	\$3,000
5730	DUES/SUBSCRIPTIONS	\$930	\$801	\$1,000	\$1,000	\$1,000
	SUBTOTAL	\$132,991	\$145,000	\$154,610	\$157,610	\$157,610
	TOTAL FINANCE ADMINISTRATION	\$381,968	\$358,058	\$368,952	\$399,001	\$399,001

CENTRAL PURCHASING		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011381	CENTRAL PURCHASING SALARIES					
5110	REG WAGES	\$132,455	\$138,021	\$137,698	\$153,735	\$153,735
5130	OVERTIME	\$0	\$302	\$0	\$0	\$0
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$132,455	\$138,323	\$137,698	\$153,735	\$153,735
011382	CENTRAL PURCHASING EXPENSES					
5250	ADVRTSNG	\$6,140	\$9,000	\$10,000	\$10,000	\$10,000
5270	PRINTING	\$0	\$23	\$700	\$700	\$700
5295	OTHR SVCS	\$735	\$820	\$1,000	\$1,000	\$1,000
5310	OFFICE SUPPLIES	\$264	\$243	\$600	\$600	\$600
5710	TRAVEL	\$0	\$26	\$1,000	\$1,000	\$1,000
5715	PROFESSIONAL DEVELOPMENT	\$0	\$0	\$1,500	\$1,500	\$1,500
5730	DUES/SUBSCRIPTIONS	\$450	\$450	\$1,200	\$1,200	\$1,200
	SUBTOTAL	\$7,589	\$10,562	\$16,000	\$16,000	\$16,000
	TOTAL CENTRAL PURCHASING	\$140,044	\$148,885	\$153,698	\$169,735	\$169,735

FINANCE AND BUDGET

ASSESSING		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011411	ASSESSING SALARIES					
	5110 REG WAGES	\$405,740	\$395,012	\$406,656	\$431,934	\$431,934
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$405,740	\$395,012	\$406,656	\$431,934	\$431,934
011412	ASSESSING EXPENSES					
	5231 TRNS ALLOW	\$4,200	\$2,800	\$4,200	\$4,200	\$4,200
	5282 REP-OFF EQ	\$300	\$100	\$1,000	\$0	\$0
	5295 OTHR SVCS	\$15,689	\$16,500	\$17,500	\$17,754	\$17,754
	5310 OFFICE SUP	\$1,157	\$1,854	\$3,000	\$3,000	\$3,000
	5710 TRAVEL	\$0	\$0	\$1,500	\$1,500	\$1,500
	5715 PROFESSIONAL DEVELOPMENT	\$0	\$690	\$0	\$0	\$0
	5730 DUES/SUBSCRIPTIONS	\$2,544	\$2,197	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$23,890	\$24,141	\$29,200	\$28,454	\$28,454
	TOTAL ASSESSING	\$429,630	\$419,153	\$435,856	\$460,388	\$460,388

COLLECTOR/TREASURER		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011451	COLLECTOR/TREASURER SALARIES					
	5110 REG WAGES	\$340,646	\$330,869	\$354,072	\$358,204	\$358,204
	5120 OVERTIME	\$0	\$0	\$500	\$500	\$500
	5130 PART TIME	\$838	\$1,235	\$4,000	\$4,000	\$4,000
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$341,484	\$332,104	\$358,572	\$362,704	\$362,704
011452	COLLECTOR/TREASURER EXPENSES					
	5250 ADVERTISING	\$1,311	\$1,701	\$1,450	\$1,450	\$1,450
	5270 PRINTING	\$2,959	\$2,787	\$20,500	\$10,500	\$10,500
	5282 REP-OFF EQ	\$0	\$0	\$0	\$0	\$0
	5295 OTHR SVCS	\$64,329	\$60,887	\$45,000	\$55,000	\$55,000
	5310 OFFICE SUP	\$5,003	\$4,357	\$5,000	\$5,000	\$5,000
	5395 OTH COMM	\$2,950	\$2,600	\$3,000	\$3,000	\$3,000
	5504 TECHNOLOGY	\$1,342	\$0	\$0	\$0	\$0
	5710 TRAVEL	\$0	\$377	\$4,000	\$4,000	\$4,000
	5715 PROFESSIONAL DEVELOPMENT	\$199	\$1,015	\$0	\$0	\$0
	5730 DUES/SUBSCRIPTIONS	\$550	\$550	\$850	\$850	\$850
	SUBTOTAL	\$78,643	\$74,274	\$79,800	\$79,800	\$79,800
	TOTAL COLLECTOR/TREASURER	\$420,127	\$406,378	\$438,372	\$442,504	\$442,504

FINANCE AND BUDGET

TOWN ACCOUNTANT GENERAL GOVERNMENT		FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGET	FY2024 DEPT REQ	FY2024 TOWN MGR
011351	TOWN ACCOUNTANT SALARIES					
5110	REG WAGES	\$341,863	\$356,883	\$360,639	\$374,120	\$374,120
5120	OVERTIME	\$0	\$1,272	\$1,500	\$1,500	\$1,500
5130	PART TIME	\$26,096	\$23,188	\$30,064	\$31,432	\$31,432
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$367,959	\$381,343	\$392,203	\$407,052	\$407,052
011352	TOWN ACCOUNTANT EXPENSES					
5270	PRINTING	\$1,023	\$0	\$1,400	\$1,400	\$1,400
5295	OTHR SVCS	\$66,759	\$66,480	\$70,000	\$75,000	\$75,000
5310	OFFICE SUP	\$2,626	\$2,529	\$4,000	\$4,000	\$4,000
5710	TRAVEL	\$0	\$1,894	\$2,900	\$2,900	\$2,900
5715	PROFESSIONAL DEVELOPMENT	\$861	\$2,663	\$4,500	\$4,500	\$4,500
5730	DUES/SUBSCRIPTIONS	\$837	\$529	\$600	\$600	\$600
	SUBTOTAL	\$72,106	\$74,095	\$83,400	\$88,400	\$88,400
	TOTAL TOWN ACCOUNTANT	\$440,065	\$455,438	\$475,603	\$495,452	\$495,452

CENTRAL SERVICES GENERAL GOVERNMENT		FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGET	FY2024 DEPT REQ	FY2024 TOWN MGR
011592	CENTRAL SERVICES EXPENSES					
5225	POSTAGE	\$72,949	\$84,506	\$82,000	\$86,100	\$86,100
5270	PRINTING	\$0	\$0	\$100	\$100	\$100
5282	REP-OFF EQ	\$0	\$350	\$200	\$200	\$200
5291	RENT EQUIP	\$14,402	\$13,676	\$17,000	\$17,000	\$17,000
5295	OTHR SVCS	\$934	\$0	\$0	\$65,000	\$65,000
5310	OFFICE SUP	\$538	\$506	\$900	\$900	\$900
5420	OFF EQUIP	\$257	\$0	\$500	\$500	\$500
	SUBTOTAL	\$89,080	\$99,038	\$100,700	\$169,800	\$169,800
	TOTAL CENTRAL SERVICES	\$89,080	\$99,038	\$100,700	\$169,800	\$169,800

OTHER GENERAL GOVERNMENT BUDGETS

Town Counsel

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

TOWN COUNSEL		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011511	TOWN COUNSEL SALARIES					
	5110 REG WAGES	\$6,075	\$6,050	\$6,500	\$6,500	\$6,500
	TOTAL TOWN COUNSEL SALARIES	\$6,075	\$6,050	\$6,500	\$6,500	\$6,500
011512	TOWN COUNSEL EXPENSES					
	5295 OTHR SVCS	\$288,306	\$346,760	\$247,500	\$247,500	\$247,500
	SUBTOTAL	\$288,306	\$346,760	\$247,500	\$247,500	\$247,500
	TOTAL TOWN COUNSEL	\$294,381	\$352,810	\$254,000	\$254,000	\$254,000

Damages to Persons/Property

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

DAMAGES TO PERSONS & PROPERTY		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019002	DAMAGES PERS/PROP EXPENSES					
	5702 DAMAGE TO PROPERTY	\$0	\$2,000	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$0	\$2,000	\$2,000	\$2,000	\$2,000
	TOTAL DAMAGES TO PERS/PROPERTY	\$0	\$2,000	\$2,000	\$2,000	\$2,000

Patriotic and Civic Celebrations

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

PATRIOTIC CIVIC CELEBRATION		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016922	PATRIOTIC CIVIC CELEBRATION					
	5700 UNCLASSIFIED EXP	\$8,343	\$29,766	\$30,000	\$30,000	\$30,000
	SUBTOTAL	\$8,343	\$29,766	\$30,000	\$30,000	\$30,000
	TOTAL PATRIOTIC CIVIC CELEBRATION	\$8,343	\$29,766	\$30,000	\$30,000	\$30,000

OTHER GENERAL GOVERNMENT BUDGETS

Employee Benefits

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

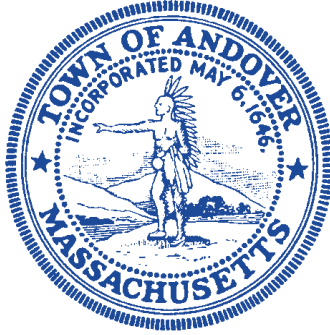
EMPLOYEE BENEFITS GENERAL GOVERNMENT		FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGET	FY2024 DEPT REQ	FY2024 TOWN MGR
019101	EMPLOYEE BENEFITS EXPENSES					
5143	ACCUM BENEFITS	\$514,200	\$466,168	\$484,000	\$591,941	\$591,941
	SUBTOTAL	\$514,200	\$466,168	\$484,000	\$591,941	\$591,941
019102	EMPLOYEE BENEFITS EXPENSES					
5207	LIFE INSURANCE	\$6,969	\$6,740	\$10,000	\$7,500	\$7,500
5208	EMPLOYEE ASSISTANCE	\$47,833	\$46,718	\$50,000	\$50,000	\$50,000
5740	MEDICARE	\$515,987	\$548,874	\$547,806	\$552,500	\$552,500
	SUBTOTAL	\$570,789	\$602,332	\$607,806	\$610,000	\$610,000
	TOTAL EMPLOYEE BENEFITS	\$1,084,989	\$1,068,500	\$1,091,806	\$1,201,941	\$1,201,941

Commission on Disability

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

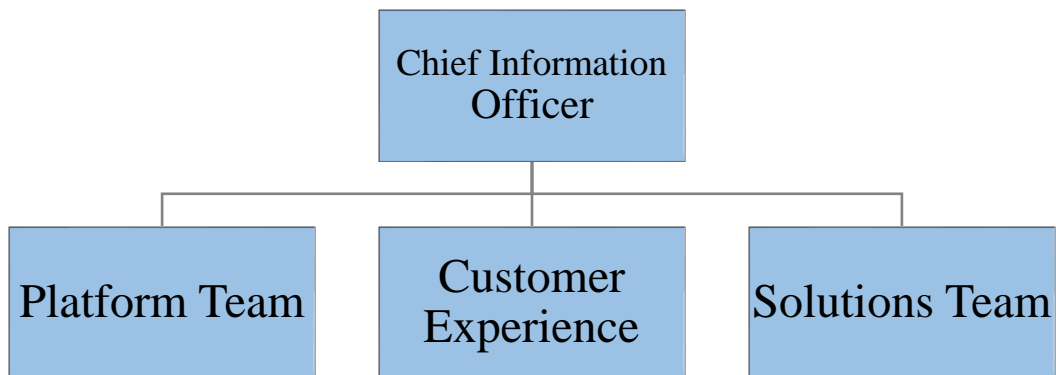
COMMISSION FOR DISABILITIES GENERAL GOVERNMENT		FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGET	FY2024 DEPT REQ	FY2024 TOWN MGR
011241	COMM FOR DISABILITY SALARIES					
5130	PART TIME	\$1,200	\$900	\$1,200	\$1,200	\$1,200
	SUBTOTAL	\$1,200	\$900	\$1,200	\$1,200	\$1,200
011242	COMM FOR DISABILITY EXPENSES					
5295	OTHR SVCS	\$103	\$3,565	\$5,000	\$5,000	\$5,000
5310	OFFICE SUP	\$0	\$0	\$800	\$800	\$800
5710	TRAVEL	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$103	\$3,565	\$5,800	\$5,800	\$5,800
	TOTAL COMMISSION FOR DISABILITIES	\$1,303	\$4,465	\$7,000	\$7,000	\$7,000

Information Technology



Mission Statement

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



INFORMATION TECHNOLOGY

Department Description

The Department of Information 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 Information Officer (CIO), who reports to the Town Manager and the Superintendent of Schools. 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 TM and Department Initiatives
- Enhance and Maintain our Technology Platforms
- Enhance and Maintain our Application Platforms
- Provide Outstanding Customer Service

FY 2024 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

INFORMATION TECHNOLOGY

- 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
 - 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

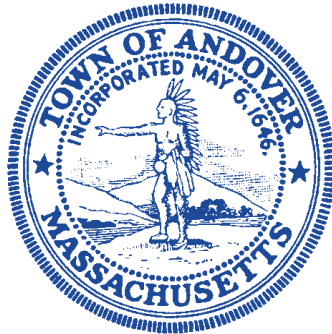
INFORMATION TECHNOLOGY

<u>Position Classification</u>	<u>FTE FY2021</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>REQ FY2024</u>	<u>TMREC FY2024</u>	<u>TMREC FY2024</u>
INFORMATION TECHNOLOGY						
Chief Information Officer (CIO)	1.0	1.0	0.8	0.8	1.0	160,380
Solution Architect	2.0	2.0	2.2	2.2	2.2	275,394
Platform Architect	1.0	1.0	1.0	1.0	1.0	126,530
Platform Engineer	2.0	2.0	2.0	2.0	1.0	104,785
Solution Administrator	1.0	1.0	1.0	1.0	1.0	88,168
Director Customer Service & Operations	1.0	1.0	1.0	1.0	1.0	98,588
Geographic Information Systems Coordinator *	1.0	1.0	1.0	1.0	1.0	54,313
Platform Administrator	3.0	3.0	3.0	3.0	3.0	266,111
Solution Manager	2.0	2.0	2.0	2.0	1.0	104,699
Support Technician	3.0	3.0	3.0	3.0	3.0	220,322
Asset Coordinator	1.0	1.0	1.0	1.0	1.0	83,707
Solution Analyst	1.7	1.8	2.0	2.0	2.0	181,014
Solution Analyst						
Customer Service Coordinator	1.0	1.0	1.0	10.0	1.0	85,381
Solution Manager	0.5	0.5	0.5	0.5	0.5	53,935
	21.2	21.3	21.5	21.7	19.7	1,903,327
* - Salary allocated .6 to Gen. Fund, .2 to Water Fund, and .2 to Sewer Fund						

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY		FY 2021	FY 2022	FY 2023	FY 2024	FY 2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011551	INFORMATION TECHNOLOGY SALARIES					
5110	REG WAGES	\$1,745,967	\$1,760,795	\$1,900,960	\$2,025,598	\$1,822,444
	POSITION INCREASE	\$0	\$0	\$39,348	\$0	\$0
5120	OVERTIME	\$6,779	\$1,230	\$15,187	\$15,187	\$15,187
5130	PART-TIME	\$123,923	\$147,730	\$125,458	\$79,531	\$79,531
5140	SEASONAL	\$7,357	\$68,846	\$31,500	\$31,500	\$31,500
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$1,884,026	\$1,978,601	\$2,112,453	\$2,151,816	\$1,948,662
011552	INFORMATION TECHNOLOGY EXPENSES					
5262	APPLICATIONS	\$6,412	\$8,416	\$0	\$0	\$0
5263	IMAGING	\$289	\$195	\$5,000	\$7,000	\$7,000
5264	MOBILE	\$4,441	\$6,465	\$5,500	\$5,500	\$5,500
5265	TELECOM	\$100,960	\$101,326	\$104,820	\$115,620	\$115,620
5268	PROFESSIONAL SERVICES	\$18,289	\$1,365	\$41,250	\$41,250	\$41,250
5310	OFFICE SUP	\$11,988	\$8,054	\$4,400	\$4,400	\$4,400
5355	AUTOMOTIVE FUEL	\$321	\$401	\$800	\$800	\$800
5391	SUPPLIES/DATA PROC	\$2,142	\$1,074	\$1,000	\$2,000	\$2,000
5420	OFFICE EQUIPMENT	\$2,803	\$1,300	\$2,000	\$3,000	\$3,000
5504	TECHNOLOGY	\$328,777	\$389,149	\$649,380	\$702,895	\$702,895
5709	TRAVEL-OPERATIONAL	\$3,780	\$3,706	\$4,000	\$4,000	\$4,000
5710	TRAVEL	\$0	\$0	\$2,400	\$2,400	\$2,400
5715	PROFESSIONAL DEV	\$0	\$1,915	\$27,000	\$27,000	\$27,000
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$1,000	\$1,000	\$1,000
	SUBTOTAL	\$480,202	\$523,366	\$848,550	\$916,865	\$916,865
	TOTAL INFORMATION TECHNOLOGY	\$2,364,228	\$2,501,967	\$2,961,003	\$3,068,681	\$2,865,527

COMMUNITY DEVELOPMENT & PLANNING



Mission Statements

PLANNING & ECONOMIC DEVELOPMENT DIVISION

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

BUILDING DIVISION

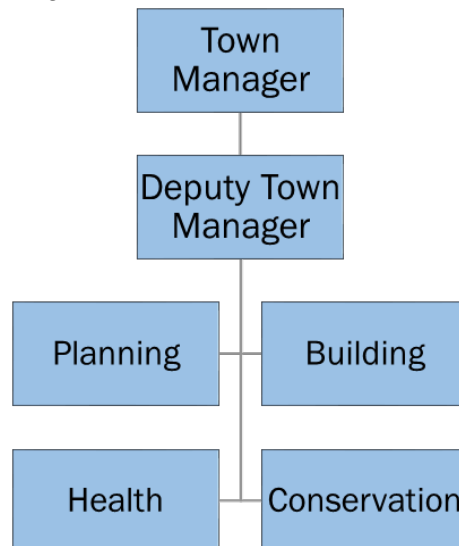
To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.

HEALTH DIVISION

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

CONSERVATION DIVISION

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



COMMUNITY DEVELOPMENT AND PLANNING

Department Description

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

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

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

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

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

COMMUNITY DEVELOPMENT AND PLANNING

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

FY2024 Objectives

Building

- 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 (2007) to reflect operational overhead.
- Provide administrative personnel with additional training opportunities.
- Coordinate unified approvals among various town departments/divisions

Conservation

- Oversee coordination of the Merrimack River Access Project along the Heffron Right of Way and the Greater Lawrence Technical School easement, including the following: permitting, bid document coordination and review, and the start of construction in Spring 2023.
- Improve, expand, and enhance recreational opportunities across Andover’s varied and extensive Open Spaces, including public access to the Shawsheen River and the Merrimack River.
- Initiate professional invasive species management and control at the Retelle Reservation and the Lightning Tree Reservation.
- Permit and develop an ADA compliant kayak/canoe boat launch at Nason’s Landing on River Street, including with a handicapped parking area.
- Implement Andover’s Climate Resiliency program by utilizing the findings of the Municipal Vulnerability Preparedness (MVP) grant program to reduce severe flooding in the Shawsheen River Basin.
- 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 additional StoryWalks.
- Engage in community development efforts as identified in the upcoming 2023 Shawsheen River Master Plan (www.andoverma.gov/shawsheenrivermasterplan).
- Engage a consultant to review the Andover Wetland Protection Bylaw and make recommendations for clarifying, strengthening, and updating the Bylaw and implementing regulations.
- Continue the Merrimack River cleanup effort in the spring of 2023 using TM appropriated funds with the assistance of vendors, the Department of Public Works, local conservation organizations, and volunteers.
- Assist with coordination and participation in the Shawsheen River spring herring count.
- Engage with federal (National Oceanic & Atmospheric Administration) and state (MA Division of Marine Fisheries) personnel to better understand diadromous and catadromous fish populations and to improve fish passage in the Shawsheen River
- Increase social media content from the Conservation Division
- Create story maps on the Conservation website to celebrate various Town owned reservations, such as the Conservation’s Great 8 story map
- Continue building the Conservation Division’s webpage by adding additional educational resources and continuing to create pages for each reservation managed by the Andover Conservation Commission
- Maintain an active Instagram account that celebrates wildlife and open space across Andover
- 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.

COMMUNITY DEVELOPMENT AND PLANNING

- 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.
- Update our wetland boundary database and Conservation land records.
- Improve signage, trail markings and kiosks in partnership with local Scout organizations and other volunteers.
- Work cooperatively with conservation organizations in Andover to establish cohesive trail use signage focused on addressing and improving trail etiquette for multiple user groups
- Enhance Conservation properties for bird watching, camping, and hiking along the Merrimack and Shawsheen Rivers by improving access points and sponsoring cleanup efforts.
- Promote diversity, equity, and inclusion in all aspects of Conservation projects and policy through initiatives such as language translation and comprehensive interpretive signage.
- Continue to support efforts to develop the Chandler Road Recreational Area.

Health

- Implement the Community Health Improvement Plan (CHIP) being developed as part of the Comprehensive Community Health Assessment being conducted in FY2023.
- Engage a contractor to assist the Division in 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.

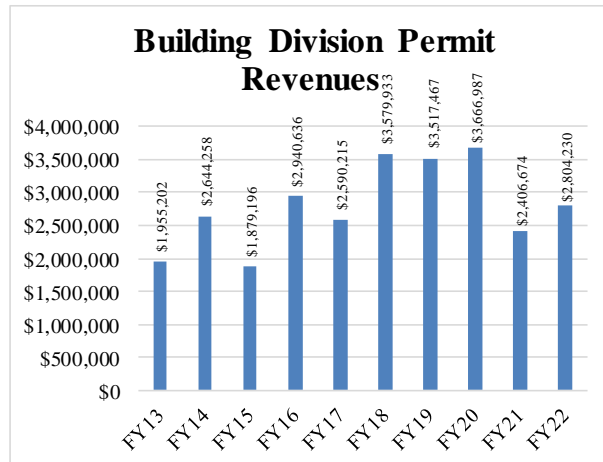
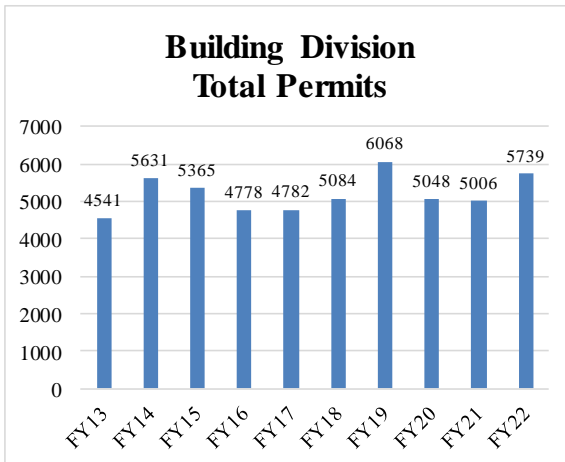
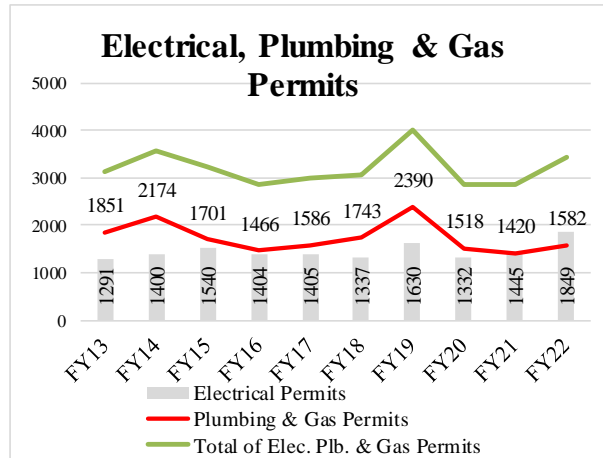
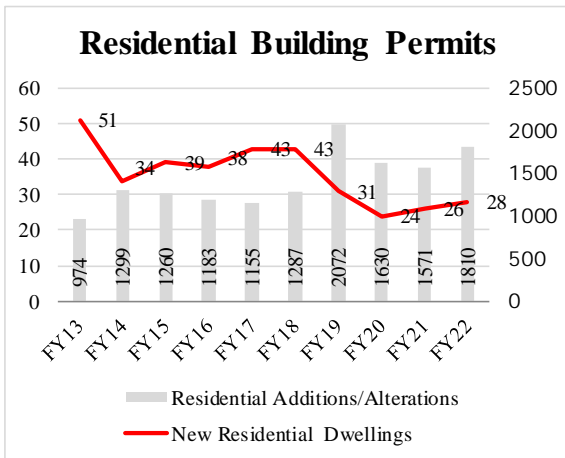
Planning & Economic Development

- Assist in finalizing the Land Disposition Agreement between the Town of Andover and Minco Development to facilitate the sale of the Old Town Yard. To view Minco's conceptual development proposal and learn more about the Historic Mill District, please feel free to visit: <https://andoverma.gov/181/Town-Yard-Redevelopment>
- Update the 2012 Master Plan for a 2022 Publication <https://andoverma.gov/887/Master-Plan-2022>
 - Include new sections on diversity/inclusion, sustainability, and public health
- Town Meeting 2023
 - Zoning Bylaw Recodification
- Oversee coordination of the Downtown Amenity Project and Parking Lot Reconstruction <https://andoverma.gov/886/Old-Town-Hall-Parking-Lot-Improvements>
- [Oversee Old Town Hall Adaptive Re-Use Feasibility Study](#)
- Housing Goals
 - Provide homeownership and rental opportunities and assistance for households or persons less than 80% median through various funding sources and technical assistance
 - Create a comprehensive contact list of all rental complexes in Andover for monitoring and compliance
 - Engage the community in complying with new Section 3A of the Zoning Act (MBTA Communities)
 - Collaborate with CHAPA MEI to organize a pro-housing advocacy group
- Oversee completion and implementation of Andover Art & Placemaking Study
- In conjunction with the Andover Cultural Council and the Andover Arts and Culture Alliance, continue the planning and development of a town-wide Arts and Culture Action Plan
- Collaborate with Town Manager's Office in finalizing schematic design for 140 Chandler Road Recreation Project <https://andoverma.gov/951/Chandler-Road-Recreational-Area>
- Provide information via the Town's website, including project development information and Planning Board decisions
- Collaborate with the transportation/pedestrian working group to identify strategic locations for tactical, semi-permanent, and permanent projects that enhance mobility and public spaces.

COMMUNITY DEVELOPMENT AND PLANNING

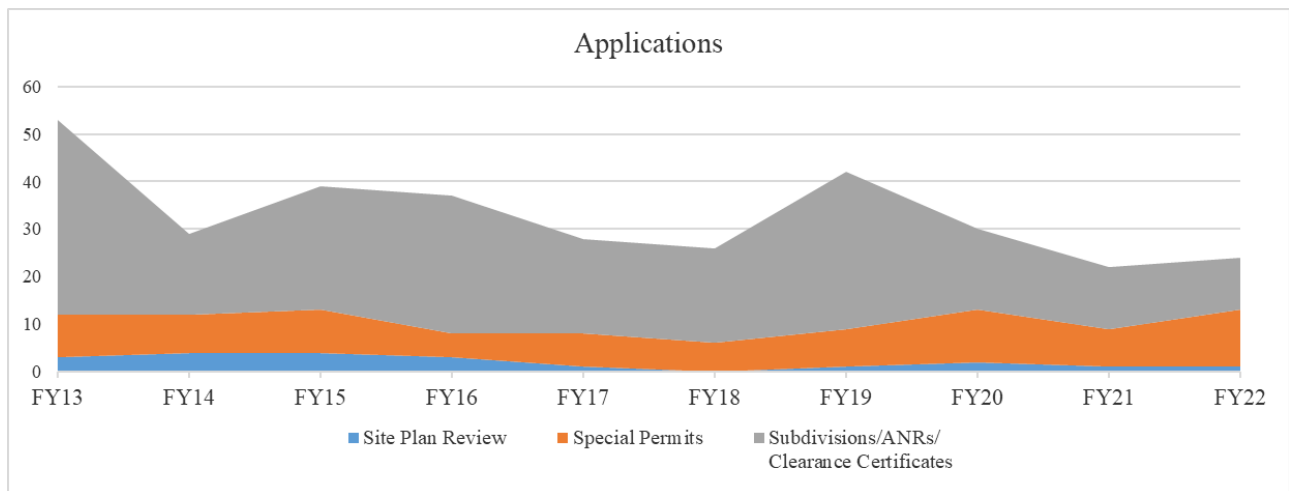
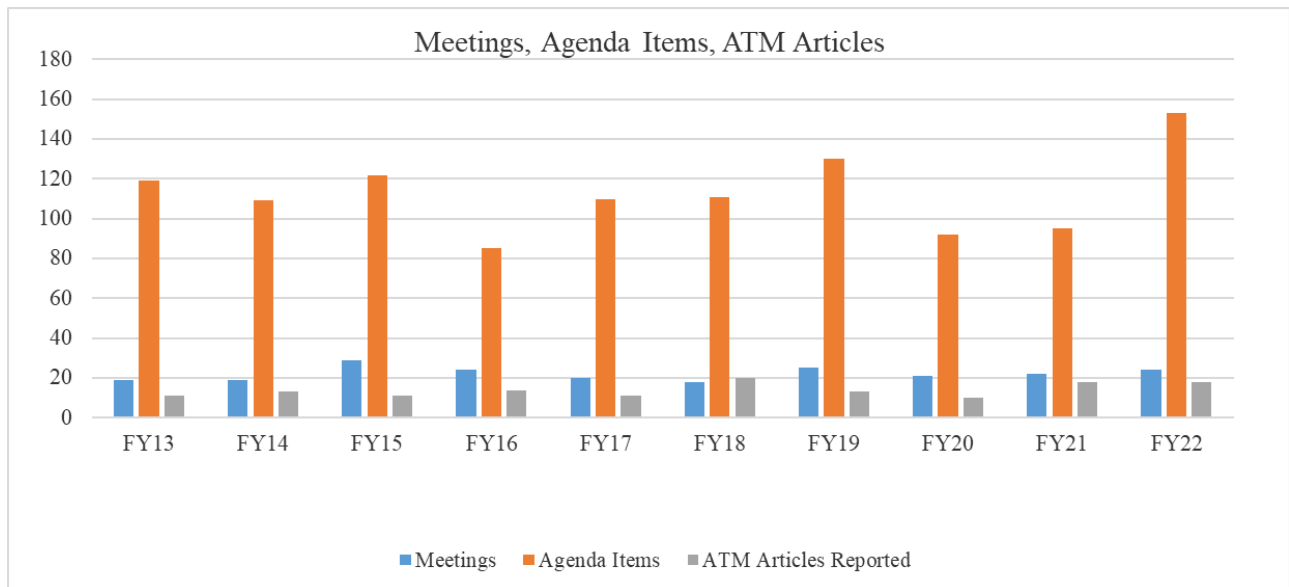
- Collaborate with the Andover Department of Public Works and the Andover Police department to develop a Complete Streets Prioritization Plan & Active Transportation Plan to improve safety and encourage increased walking and bicycling. Please visit <https://andoverma.gov/1075/Transportation> to learn more.
- Oversee all Business Development efforts in downtown and other business districts with emphasis on recruitment, retention, promotion, and outreach
- Collaborate with various Town staff on the Gas Affected Areas Projects (GAAP) on Park, Playstead and Municipal Complex Master Plan
- Increase Social Media from the Planning Division
 - Participate in the Social Media Working Group
 - Create story telling on Planning’s website for project work to update the public
- Provide professional education training to staff and Planning Board members

BUILDING DIVISION PERFORMANCE STATISTICS



COMMUNITY DEVELOPMENT AND PLANNING

PLANNING DIVISION PERFORMANCE STATISTICS



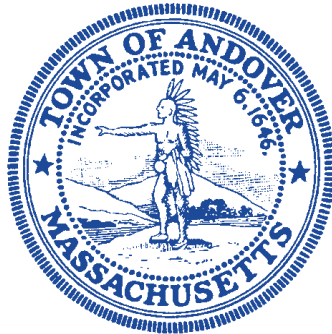
COMMUNITY DEVELOPMENT AND PLANNING

Position Classification	FTE FY2021	REQ FY2022	REQ FY2023	TMREC FY2023	TMREC FY2024	TMREC FY2024
COMMUNITY DEVELOPMENT AND PLANNING						
<u>ADMINISTRATION</u>						
Office Administrator	1.0	1.0	1.0	1.0	1.0	94,544
Permitting Technician	1.0	1.0				
Assistant Office Administrator			1.0	1.0	1.0	61,898
Administrative Secretary	4.0	4.0	4.0	4.0	3.0	204,203
	6.0	6.0	6.0	6.0	5.0	360,645
<u>BUILDINGS</u>						
Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	125,318
Electrical Inspector	1.0	1.0	1.0	1.0	1.0	94,544
Local Building Inspector	1.0	1.0	1.0	1.0	1.0	84,398
Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	92,180
Alternate Inspectors						47,195
	4.0	4.0	4.0	4.0	4.0	443,635
<u>CONSERVATION</u>						
Director of Conservation	1.0	1.0	1.0	1.0	1.0	120,113
Conservation Agent	1.0	1.0	1.0	1.0	1.0	85,381
Land Manager	0.4	0.4	0.4	0.4	1.0	57,254
	2.4	2.4	2.4	2.4	3.0	262,748
<u>HEALTH</u>						
Director of Health	1.0	1.0	1.0	1.0	1.0	125,318
Assistant Director of Public Health	1.0	1.0	1.0	1.0	1.0	98,281
Registered Nurse (1)	0.8	0.8	0.8	0.8	0.8	76,371
Health Inspector	1.0	1.0	1.0	1.0	1.0	81,682
Health Agent	1.0	1.0	1.0	1.0	1.0	95,992
	4.8	4.8	4.8	4.8	4.8	477,644
<u>PLANNING</u>						
Land Use & Planning Director	1.0	1.0	1.0	1.0	1.0	135,343
Director Business Arts Culture (2)	1.0	1.0	1.0	1.0	1.0	107,457
Senior Planner	1.0	1.0	1.0	1.0	1.0	102,085
Planner	1.0	1.0	1.0	1.0	1.0	93,084
Planning Assistant (Changed to Associate Planner)	1.0					
Associate Planner		1.0	1.0	1.0	1.0	76,203
	5.0	5.0	5.0	5.0	5.0	514,172
CD&P TOTAL	22.2	22.2	22.2	22.2	21.8	2,058,844

COMMUNITY DEVELOPMENT AND PLANNING

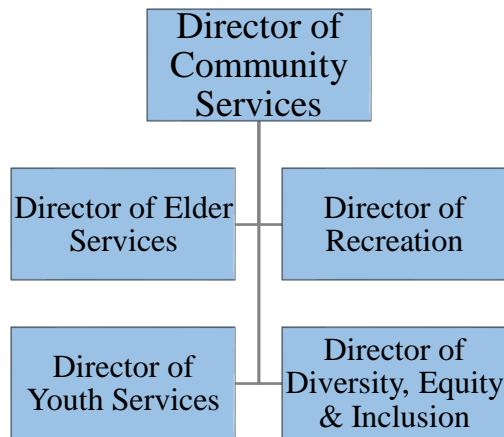
COMMUNITY DEVELOPMENT/PLANNING		FY2021	FY2022	FY2023	FY2024	FY2024
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011801	COMMUNITY DEVELOPMENT SALARIES					
5110	REG WAGES	\$1,775,709	\$1,808,258	\$1,881,194	\$1,999,078	\$1,935,277
	POSITION INCREASE		\$0	\$28,260	\$0	\$0
5120	OVERTIME	\$28,845	\$32,329	\$31,966	\$32,605	\$32,605
5130	PART TIME	\$89,384	\$145,379	\$142,989	\$150,866	\$150,866
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$1,893,938	\$1,985,966	\$2,084,409	\$2,182,549	\$2,118,748
011802	COMMUNITY DEVELOPMENT EXPENSES					
5220	TELEPHONE	\$6,546	\$6,477	\$6,600	\$6,600	\$6,600
5231	MONTHLY TRANSP	\$18,840	\$19,030	\$20,400	\$20,400	\$20,400
5250	ADVERTISING	\$680	\$673	\$1,250	\$1,000	\$1,000
5270	PRINTING	\$2,722	\$1,900	\$4,200	\$3,000	\$3,000
5271	CREDIT CARD FEES	\$1,298	\$1,659	\$2,000	\$2,000	\$2,000
5286	MAINT/REP LAND	\$1,082	\$2,302	\$2,000	\$2,000	\$2,000
5294	CLOTHING/BOOT ALLOWANCE	\$1,227	\$2,671	\$2,000	\$2,000	\$2,000
5295	OTHR SVCS	\$108,533	\$99,136	\$103,500	\$115,801	\$115,801
5310	OFFICE SUP	\$3,984	\$5,087	\$8,500	\$7,000	\$7,000
5322	VACCINATIONS/TESTING	\$1,339	\$1,355	\$2,500	\$2,000	\$2,000
5394	SUPPLIES/BOOKS	\$967	\$834	\$800	\$800	\$800
5276	CULTURE & BUSINESS DEV	\$2,049	\$4,090	\$3,000	\$3,000	\$3,000
5420	OFFICE EQUIP	\$19,127	\$7,126	\$10,000	\$9,000	\$9,000
5710	TRAVEL	\$16,178	\$17,011	\$26,400	\$25,000	\$25,000
5715	PROF DEV	\$874	\$7,334	\$19,300	\$19,300	\$19,300
5730	DUES/SUBSCRIPTIONS	\$16,921	\$22,578	\$22,946	\$23,000	\$23,000
5795	CONSERVATION PROGRAMMING	\$511	\$1,579	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$202,878	\$200,842	\$237,396	\$243,901	\$243,901
011801	COMMUNITY DEVELOPMENT SALARIES					
5831	FROM RESERVE FUNDS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	SUBTOTAL	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	TOTAL COMMUNITY DEVELOPMENT	\$2,071,816	\$2,161,808	\$2,296,805	\$2,401,450	\$2,337,649

DEPARTMENT OF COMMUNITY SERVICES



Mission Statement

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



DEPARTMENT OF COMMUNITY SERVICES

Department Description

The Department of Community Services is comprised of five Divisions; Elder Services, Youth Services, Recreation, Andover DIVERSE and Wellness and Support 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:

- Amplification of all voices to ensure for a more equitable, just community
- Youth development and leadership
- Crisis case management
- Elder services
- After school care
- Seasonal recreation, summer camps and organized sports programming
- Home delivered and congregate meals
- Accessible transportation
- Disease management and continued learning
- 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.

FY2024 Objectives

- Continued commitment to advocacy and leadership in Andover's quest to become a more inclusive community in collaboration with other Town Departments, external partners and community volunteers.
- Continued commitment to organizational alignment across the Department in the interest of operational efficiency, effectiveness and creative collaboration.
- Active leadership in strengthening the safety net for those most vulnerable in our community.
- Reduction of barriers to ensure those underserved and/or under-represented can access any/all services and programs of interest.
- Successful launch of Andover's Leadership Academy.
- On-going focus on building partnerships and collaborations inside and outside of government which contribute to enhancing the Andover's sense of community.
- Successful roll-out of our department-wide registration management system

DEPARTMENT OF COMMUNITY SERVICES

Andover DIVERSE

Andover DIVERSE (Diversity, Inclusion, Values, Respect, Support and Education) is focused on advancing community-driven initiatives and engagement with the goal of building a more inclusive Andover and to ensure forward momentum on these matters. Through the contributions of the Commission on DEI, municipal officials and 100+ community volunteers have been actively engaged in a number of strategic initiatives.

Of particular note this past year, Andover DEI's Working Groups and Commission have made measurable progress in:

- In-depth review /updates to municipal job postings to ensure for a more diverse applicant pool
- Hosting/coordination of a number of popular series of cultural programs and celebrations (Black History Month, Women's History Month, Youth Town Hall, Juneteenth, National Hispanic Heritage Month)
- Completion of an employee survey intended to measure DEI readiness
- Completion of a comprehensive survey of Andover's youth to gain an appreciation for this cohort's current and desired future state where equity and justice are concerned
- Design of a "DEI 101" training for all municipal employees
- Development of Andover DIVERSE social media presence

FY2024 Objectives

- Completion of "DEI 101" training for all municipal employees
- Enhancement of Youth Mentor program in conjunction with Andover Youth Services
- Benchmarking our hiring, on-boarding and retention of diverse employees
- Development of a robust communication strategy for both internal and external audiences
- In-depth assessment of Andover's underserved communities in conjunction with the Division of Wellness and Support Services

Elder Services

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

The Division is funded through a combination of municipal funding, state and foundation grants, user fees, private donations, and the contribution of hundreds of volunteers without whom mission would not be met. During FY22 the Division received \$127,334.00 in grants and donations. Notably was a \$20,000 grant from the Pfizer Corporation to support new evidence-based programming.

Throughout 2022 participation at the Robb Center continued to grow. Many traditional holiday events returned and new culturally diverse programs added. Two new evidence-based programs were added; Aging Mastery and Matter of Balance introducing a healthy aging curriculum to the Center. Over the course of the past several years there has been a significant uptick in the need for social services support. This continued into 2022.

In November of 2022, the Council on Aging Advisory Board convened a strategic planning session to investigate the needs of the senior community and determine ongoing and emergent priorities. As a result, the focus of the division and Council on Aging will be in the areas of transportation, affordable housing and strengthening supports enabling seniors to age in Andover.

DEPARTMENT OF COMMUNITY SERVICES

FY2024 Objectives

- Continue to expand service offerings and programming delivered through Robb Center with a focus on evidenced-based programs and those supporting grandparents raising grandchildren.
- Expanded community outreach and marketing to increase participation and support. Seek out underserved neighborhoods and target regionalized outreach events.
- Continued coordination of the delivery of critical services to elders and their families including; accessible transportation services, congregate and home delivered meals, crisis case management, advocacy, information and referral, health monitoring, Adult Social Day Care, emergency preparedness and cross-departmental collaboration in complex case management as the pandemic guidelines permit
- Expand transportation offerings to remote areas of Town with a focus on access to the downtown area and Robb Center. 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

Recreation

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

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

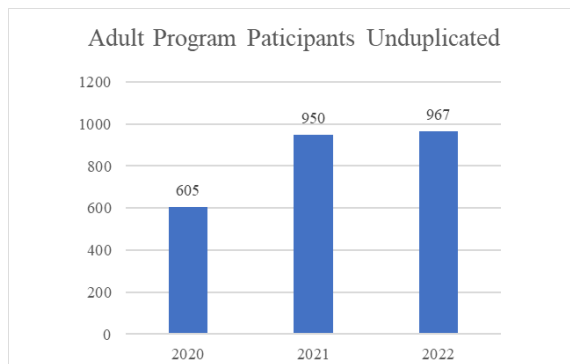
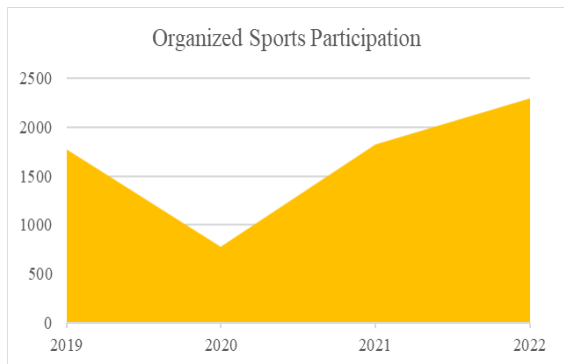
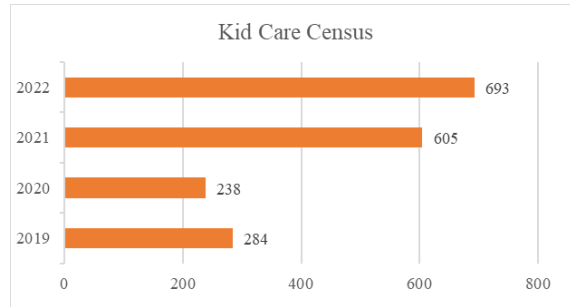
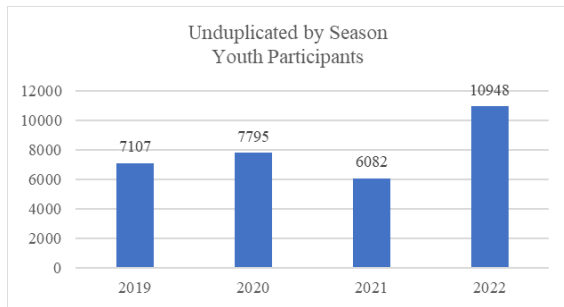
With no dedicated recreation facility in which to program activities, the division relies on numerous partnerships to accomplish mission. Facilities used for programming include first and foremost the Andover Public Schools whose partnership is critical to the success of the division. Additional facilities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

Recreation activities encompass a wide spectrum of programs including seven-week summer playground programs, trips, the Poms Pond aquatic program, licensed after-school daycare services, after-school special events, Bradford Ski Program, after-school enrichment classes, adult education courses, town-wide youth sports leagues, youth sports classes, summer vacation programs, preschool events, a summer concert series, community giving through events, community outreach, and Family-to-Family programs. Since the COVID-19 closures, Recreation has seen a large increase in demand for in-person recreational activities. Due to the increased demand, Recreation has gone through an organizational chart update to meet the needs of the community following the pandemic.

FY2024 Objectives

- Continue to offer high quality programs that support the well-being of Andover Community members.
- Ensure for a seamless transition to the Department's new registration software and get participants comfortable registering for programs, events, memberships, etc.
- Increase frequency of satisfaction surveying to assess the efficacy of current programs offerings and identify desired future program offerings.
- Create more opportunities for outdoor recreation and education through partnerships with various town groups and organizations.
- Enhance multi-media communication strategies.
- Increase programs offerings for children and residents with special needs.
- Continue to upgrade facility structures, accessibility & usability of Recreation Park and Poms Pond.
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DEPARTMENT OF COMMUNITY SERVICES



Wellness & Support Services

The recently established Andover's Wellness and Support Services Division has as its focus providing a safety net of services and support to those in our community in need of such intervention. Through thoughtful collaboration among those providing a range of clinical and/or social work services across the age spectrum, Andover Wellness and Support Services seeks to eliminate barriers to access and to ensure those most vulnerable in our community receive the services they need.

FY2024 Objectives

- Ensure clinical/social work professionals within the municipality (including but not limited to: social work staff in the Divisions of Elder and Youth Services) are equipped to provide a range of high-quality interventions and other supports to those in the community in need of such services.
- Lead a collaborative practice model in/among the municipality's social work staff to take full advantage of the synergies created when pools of talent work toward a common purpose.
- Promote community awareness and understanding concerning the issues of mental health, addiction and substance use disorder.
- Provide information about accessing available resources and programs that address these issues. Ensure that families and individuals in need, regardless of age or income, have access to supportive case management and social work intervention in the community.
- Coordinate professional development and/or training for social work staff as identified to ensure that best practices in the field are incorporated into the work on-going.
- Identify and apply for grant funds to support and expand the work
- Ensure that outreach efforts, support services and clinical interventions embrace the values of social justice and inclusion in both their design and execution.
- Facilitate the creation of public education/multi-platform strategic communications to ensure the community is aware of services available.
- Coordinate with Public Safety by following up on referrals through the Andover Police Mental Health Referral System as needed.

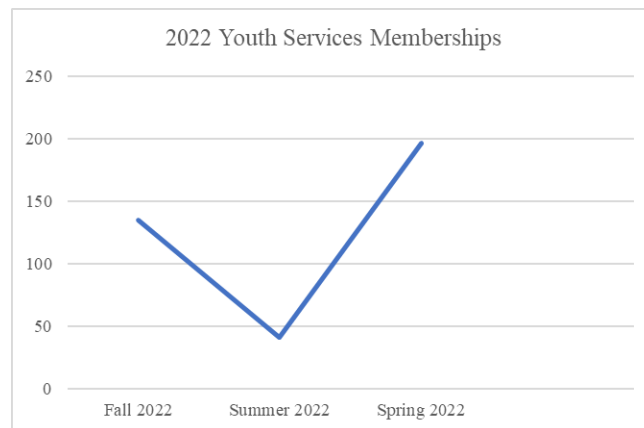
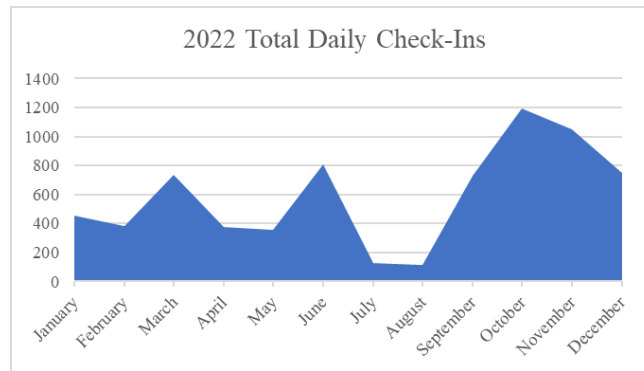
DEPARTMENT OF COMMUNITY SERVICES

Youth Services

Andover Youth services seeks to provide young people useful experiences to promote healthy growth and development. It is our goal to build a network of affordable, accessible, safe, and challenging youth programs that appeal and respond to the diverse interests of young adolescents and their families in a safe, welcoming environment.

FY2024 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.
- 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.



DEPARTMENT OF COMMUNITY SERVICES

	FTE FY2021	FTE FY2022	FTE FY2023	REQ FY2024	TMREC FY2024	TMREC FY2024
COMMUNITY SERVICES						
ADMINISTRATION						
Director of Community Services	1.00	1.00	1.00	1.00	1.00	144,456
TOTAL ADMINISTRATION	1.00	1.00	1.00	1.00	1.00	144,456
WELLNESS & SUPPORT SERVICES						
Diversity, Equity and Inclusion Coord.			1.00	1.00	1.00	100,885
TOTAL WELLNESS & SUPPORT SERVICES	0.00	0.00	1.00	1.00	1.00	100,885
ANDOVER DIVERSE						
Diversity, Equity and Inclusion Coordinator			1.00	1.00	1.00	97,703
TOTAL ANDOVER DIVERSE	0.00	0.00	1.00	1.00	1.00	97,703
RECREATION						
Recreation Director	1.00	1.00	1.00	1.00	1.00	102,750
Assistant Recreation Director	1.00	1.00	1.00	1.00	1.00	85,346
Recreation Coordinator	1.00	1.00				
	3.00	3.00	2.00	2.00	2.00	188,096
<u>Positions funded from program revenues</u>						
Office Assistant I	1.00	1.00	1.00	1.00	1.00	67,120
Office Assistant II			0.55	0.55	0.55	29,186
Finance Coordinator	1.00					
Office Administrator (1)		0.50	0.50	0.50	0.50	33,672
Recreation Programmer			1.00	1.00	1.00	67,296
Program Coordinator			0.50	0.50	0.50	34,278
Program Assistant II	1.00	1.00	1.00	1.00	1.00	61,889
	3.00	2.50	4.55	4.55	4.55	293,441
TOTAL RECREATION	6.00	5.50	6.55	6.55	6.55	481,537
YOUTH SERVICES						
Director of Youth Services	1.00	1.00	1.00	1.00	1.00	99,668
Assistant Director *	1.00	1.00	0.75	0.75	0.75	65,522
Program Coordinator	1.00	1.00	3.00	3.00	3.00	142,616
Outreach Worker *	1.00	1.00	0.25	0.25	0.25	17,933
	4.00	4.00	5.00	5.00	5.00	325,739
* - Salaries also funded by ARPA						
<u>Postions funded by program revenues</u>						
Program Coordinator			0.50	0.50	0.50	95,260
Program Assistant II	1.00	1.00				
	1.00	1.00	0.00	0.00	0.00	0
TOTAL YOUTH SERVICES	5.00	5.00	5.00	5.00	5.00	325,739
ELDER SERVICES						
Director of Elder Services	1.00	1.00	1.00	1.00	1.00	97,002
Outreach Coordinator	0.90	0.90	0.90	0.90	0.90	84,764
Program Coordinator	1.00	1.00	1.00			
Assistant Director of Elder Services				1.00	1.00	85,102
Mgr of Food & Nutrition Services	1.00	1.00	1.00	1.00	1.00	78,215
Office Assistant III	1.00					
Office Administrator		1.00	0.50	0.50	0.50	31,186
Intake Asst/Transportation Coor	1.00	1.00	1.00			
Intake Assistant				1.00	1.00	75,040
Office Assistant II Volunteer Coor	1.00	1.00	1.00	1.00	1.00	63,376
Office Assistant I	0.52	0.52	0.70	0.70	0.70	33,846
Drivers	1.08	1.08	1.08	1.08	1.08	55,401
Food Service Worker	0.55	0.55	0.55	0.55	0.94	53,134
	9.05	9.05	8.73	8.73	9.12	657,066
Community Outreach Nurse	0.15		0.15	0.15	0.15	14,722
Senior Connections Lead Prog Asst	1.00		1.00	1.00	1.00	57,220
Office Assistant I	0.45		0.45	0.45	0.45	16,071
Day Care Aide						
Driver						
Food Service Worker	0.25		0.25	0.25	0.55	13,111
Senior Connection Aides	0.70		0.70	0.70	0.70	32,464
	2.55		2.55	2.55	2.85	133,588
TOTAL ELDER SERVICES	11.60		11.28	11.28	11.97	790,654
TOTAL COMMUNITY SERVICES						
	24.60		25.83	25.83	26.52	1,835,157
(1) - FY22 Position Split 50% Recreation/50% Elder Services						
(2) - Position was previously budgeted in the Police Department						

DEPARTMENT OF COMMUNITY SERVICES

COMMUNITY SERVICES ADMINISTRATION		FY2021	FY2022	FY2023	FY2024	FY2024
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015441	COMM SERVICES ADMIN SALARIES					
	5110 REG WAGES	<u>\$134,334</u>	<u>\$137,516</u>	<u>\$140,590</u>	<u>\$144,456</u>	<u>\$144,456</u>
	SUBTOTAL	\$134,334	\$137,516	\$140,590	\$144,456	\$144,456
015442	COMM SERVICES ADMIN EXPENSES					
	5256 DIVERSITY INCLUSION EQUITY	\$26,485	\$0	\$0	\$0	\$0
	5274 CITIZENS LEADERSHIP ACADEMY	\$2,832	\$3,695	\$5,000	\$5,000	\$5,000
	5310 OFFICE SUP	\$156	\$341	\$1,000	\$1,000	\$1,000
	5710 TRAVEL	\$0	\$0	\$500	\$500	\$500
	5715 PROFESSIONAL DEV	\$491	\$474	\$2,000	\$2,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	<u>\$39</u>	<u>\$229</u>	<u>\$1,500</u>	<u>\$1,500</u>	<u>\$1,500</u>
	SUBTOTAL	<u>\$30,003</u>	<u>\$4,739</u>	<u>\$10,000</u>	<u>\$10,000</u>	<u>\$10,000</u>
	TOTAL COMMUNITY SERVICES ADMIN	\$164,337	\$142,255	\$150,590	\$154,456	\$154,456

ANDOVER DIVERSE		FY2021	FY2022	FY2023	FY2024	FY2024
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015451	ANDOVER DIVERSE SALARIES					
	5110 REG WAGES	<u>\$0</u>	<u>\$41,241</u>	<u>\$90,273</u>	<u>\$97,703</u>	<u>\$97,703</u>
	SUBTOTAL	\$0	\$41,241	\$90,273	\$97,703	\$97,703
015452	ANDOVER DIVERSE EXPENSES					
	5220 TELEPHONE	\$0	\$299	\$500	\$500	\$500
	5231 TRANSPORTATION ALLOWANCE	\$0	\$0	\$500	\$500	\$500
	5270 PRINTING	\$0	\$67	\$1,000	\$1,000	\$1,000
	5295 OTHR SVCS	\$0	\$1,500	\$0	\$20,000	\$5,000
	5310 OFFICE SUP	\$0	\$777	\$500	\$500	\$500
	5350 SUPPLIES/EQUIPMENT	\$0	\$0	\$1,000	\$1,000	\$1,000
	5715 PROFESSIONAL DEV	\$0	\$1,428	\$1,000	\$1,000	\$1,000
	5730 DUES/SUBSCRIPTIONS	<u>\$0</u>	<u>\$40</u>	<u>\$1,500</u>	<u>\$1,500</u>	<u>\$1,500</u>
	SUBTOTAL	<u>\$0</u>	<u>\$4,111</u>	<u>\$6,000</u>	<u>\$26,000</u>	<u>\$11,000</u>
	TOTAL ANDOVER DIVERSE	\$0	\$45,352	\$96,273	\$123,703	\$108,703

WELLNESS & SUPPORT SERVICES		FY2021	FY2022	FY2023	FY2024	FY2024
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015461	WELLNESS & SUPPORT SERVICES					
	5110 REG WAGES	<u>\$0</u>	<u>\$1,974</u>	<u>\$100,885</u>	<u>\$100,885</u>	<u>\$100,885</u>
	SUBTOTAL	\$0	\$1,974	\$100,885	\$100,885	\$100,885
015462	WELLNESS & SUPPORT SERVICES					
	5220 TELEPHONE	\$0	\$0	\$500	\$500	\$500
	5231 TRANSPORTATION ALLOWANCE	\$0	\$0	\$500	\$500	\$500
	5270 PRINTING	\$0	\$0	\$1,000	\$1,000	\$1,000
	5310 OFFICE SUPPLIES	\$0	\$0	\$500	\$500	\$500
	5350 SUPPLIES/EQUIPMENT	\$0	\$0	\$1,000	\$1,000	\$1,000
	5715 PROFESSIONAL DEV	\$0	\$0	\$1,000	\$1,000	\$1,000
	5730 DUES/SUBSCRIPTIONS	<u>\$0</u>	<u>\$0</u>	<u>\$1,500</u>	<u>\$1,500</u>	<u>\$1,500</u>
	SUBTOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$6,000</u>	<u>\$6,000</u>	<u>\$6,000</u>
	5831 FROM GRANT FUNDS	-	-	-	-	\$ (106,885)
	TOTAL WELLNESS & SUPPORT SERVICES	\$0	\$1,974	\$106,885	\$106,885	\$0

DEPARTMENT OF COMMUNITY SERVICES

RECREATION		FY2021	FY2022	FY2023	FY2024	FY2024
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016301	RECREATION SALARIES					
	5110 REG WAGES	\$179,620	\$164,259	\$171,000	\$188,096	\$188,096
	5120 OVERTIME	\$1,172	\$4,331	\$0	\$0	\$0
	5140 SEASONAL	\$266,949	\$277,442	\$312,480	\$329,980	\$329,980
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$447,741	\$446,032	\$483,480	\$518,076	\$518,076
016302	RECREATION EXPENSES					
	5211 ELECTRICITY	\$2,855	\$5,392	\$7,000	\$7,000	\$7,000
	5220 TELEPHONE	\$2,255	\$1,303	\$2,800	\$2,800	\$2,800
	5225 POSTAGE	\$0	\$0	\$6,600	\$6,600	\$6,600
	5231 TRANS ALLOWANCE	\$1,000	\$0	\$2,400	\$2,400	\$2,400
	5270 PRINTING	\$189	\$547	\$1,000	\$1,000	\$1,000
	5271 CREDIT CARD FEES	\$32,728	\$27,415	\$12,000	\$21,265	\$21,265
	5282 REP-OFFICE EQUIP	\$2,288	\$2,324	\$1,500	\$1,500	\$1,500
	5284 REP-COMPUTERS	\$1,080	\$0	\$0	\$0	\$0
	5295 OTHR SVCS	\$113,591	\$103,184	\$140,000	\$140,000	\$140,000
	5310 OFFICE SUPPLIES	\$2,949	\$2,618	\$5,000	\$5,000	\$5,000
	5355 AUTOMOTIVE FUEL	\$67	\$79	\$0	\$0	\$0
	5370 SUPPLIES CONSTRUCTION	\$4,945	\$7,990	\$5,000	\$5,000	\$5,000
	5392 SUPPLIES RECREATION	\$17,035	\$6,406	\$20,000	\$20,000	\$20,000
	5504 TECHNOLOGY	\$2,018	\$0	\$15,000	\$15,000	\$15,000
	5710 TRAVEL IN-STATE	\$1,912	\$2,843	\$3,000	\$3,000	\$3,000
	5715 PROF DEV	\$454	\$485	\$2,500	\$2,500	\$2,500
	5730 DUES/SUBSCRIPTIONS	\$1,291	\$1,478	\$2,500	\$2,500	\$2,500
	5799 OFFICE FURNITURE	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$186,657	\$162,064	\$226,300	\$235,565	\$235,565
016301	RECREATION SALARIES					
	5811 FROM SALE OF SERVICE					
	SUBTOTAL	(733,822)	(457,926)	(531,531)	(531,531)	(556,531)
		(733,822)	(457,926)	(531,531)	(531,531)	(556,531)
	TOTAL RECREATION	-\$99,424	\$150,170	\$178,249	\$222,110	\$197,110

DEPARTMENT OF COMMUNITY SERVICES

YOUTH SERVICES			FY2021	FY2022	FY2023	FY2024	FY2024
COMMUNITY SERVICES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015421	YOUTH SERVICES SALARIES						
	5110	REG WAGES	\$403,764	\$126,533	\$340,977	\$325,782	\$325,782
	5120	OVERTIME	\$0	\$1,132	\$0	\$0	\$0
	5130	PART TIME	\$0	\$10,562	\$0	\$0	\$0
	5137	TEMPORARY	\$0	\$288,984	\$0	\$0	\$0
	5140	SEASONAL	<u>\$76,787</u>	<u>\$69,693</u>	<u>\$84,932</u>	<u>\$84,932</u>	<u>\$84,932</u>
	SUBTOTAL		\$480,551	\$496,904	\$425,909	\$410,714	\$410,714
015422	YOUTH SERVICES EXPENSES						
	5211	ELECTRICITY	\$3,192	\$15,941	\$25,000	\$25,000	\$25,000
	5212	NATURAL GAS	\$7,687	\$12,182	\$12,000	\$15,000	\$15,000
	5220	TELEPHONE	\$1,194	\$0	\$3,300	\$3,300	\$3,300
	5225	POSTAGE	\$46	\$0	\$1,000	\$1,000	\$1,000
	5231	TRANS ALLOWANCE	\$2,200	\$200	\$0	\$0	\$0
	5250	ADVERTISING	\$0	\$0	\$0	\$500	\$500
	5270	PRINTING	\$361	\$84	\$5,000	\$3,000	\$3,000
	5271	CREDIT CARD FEES	\$0	\$0	\$1,250	\$1,250	\$1,250
	5292	RENTAL/FACILITIES	\$0	\$0	\$3,000	\$3,000	\$3,000
	5295	OTHR SVCS	\$11,270	\$4,129	\$10,500	\$10,500	\$10,500
	5310	OFFICE SUPPLIES	\$7,256	\$2,974	\$7,000	\$7,000	\$7,000
	5321	FOOD	\$7,791	\$11,921	\$15,000	\$15,000	\$15,000
	5350	SUPPLIES/EQUIPMENT	\$2,400	\$0	\$2,500	\$2,500	\$2,500
	5355	AUTOMOTIVE FUEL	\$542	\$3,782	\$8,000	\$8,000	\$8,000
	5370	SUPPLIES CONSTRUCTION	\$3,903	\$0	\$5,000	\$5,000	\$5,000
	5392	SUPPLIES RECREATION	\$30,097	\$10,397	\$25,274	\$22,500	\$22,500
	5504	TECHNOLOGY	\$0	\$0	\$0	\$8,000	\$8,000
	5710	TRAVEL IN-STATE	\$0	\$0	\$1,500	\$2,500	\$2,500
	5715	PROFESSIONAL DEV	\$420	\$0	\$1,500	\$1,500	\$1,500
	5730	DUES/SUBSCRIPTIONS	<u>\$159</u>	<u>\$915</u>	<u>\$0</u>	<u>\$1,000</u>	<u>\$1,000</u>
	SUBTOTAL		\$78,518	\$62,525	\$126,824	\$135,550	\$135,550
56640	YOUTH SERVICES EXPENSES						
		SALES OF SERVICE	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
		AYF GIFT	(22,000)	(7,975)	(22,000)	-	-
			<u>(47,000)</u>	<u>(32,975)</u>	<u>(47,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>
	TOTAL YOUTH SERVICES		\$512,069	\$526,454	\$505,733	\$521,264	\$521,264

DEPARTMENT OF COMMUNITY SERVICES

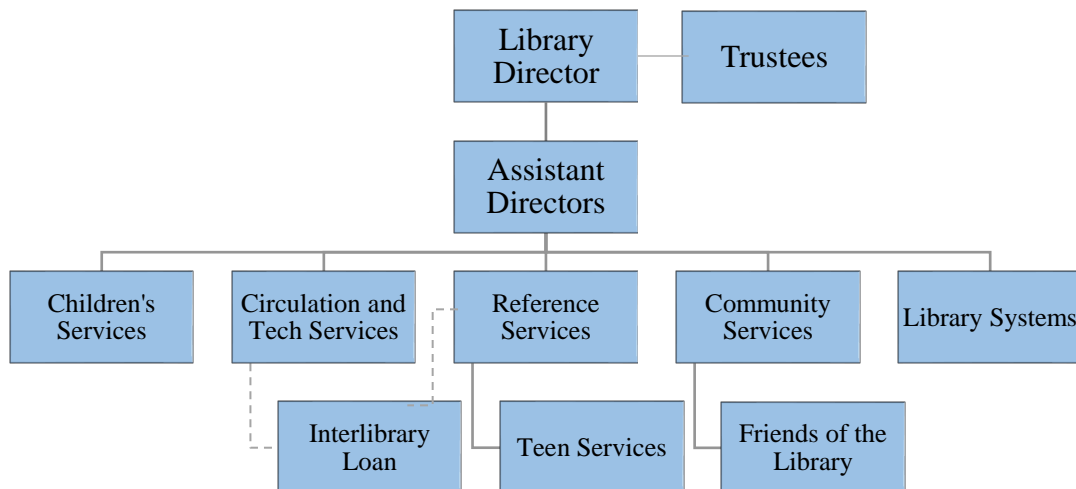
ELDER SERVICES		FY2021	FY2022	FY2023	FY2024	FY2024
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015411	ELDER SERVICES SALARIES					
5110	REG WAGES	\$415,277	\$400,887	\$400,150	\$432,407	\$432,407
5120	OVERTIME	\$739	\$1,140	\$2,000	\$2,000	\$2,000
5130	PART TIME	\$161,311	\$185,754	\$212,713	\$227,146	\$227,146
5140	SEASONAL	\$12,267	\$27,183	\$23,000	\$23,000	\$23,000
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$589,594	\$614,964	\$637,863	\$684,553	\$684,553
015412	ELDER SERVICES EXPENSES					
5220	TELEPHONE	\$949	\$1,531	\$2,500	\$2,500	\$2,500
5231	TRANS ALLOWANCE	\$0	\$200	\$2,000	\$2,000	\$2,000
5250	ADVRTSNG	\$0	\$0	\$0	\$0	\$0
5270	PRINTING	\$16,189	\$18,947	\$21,000	\$23,000	\$23,000
5282	REP-OFFICE EQUIP	\$9	\$464	\$1,200	\$1,400	\$1,400
5291	RENT EQUIP	\$367	\$2,472	\$3,000	\$3,000	\$3,000
5294	CLOTHING ALLOWANCE	\$621	\$2,257	\$3,000	\$3,000	\$3,000
5295	OTHR SVCS	\$16,452	\$13,691	\$16,000	\$18,000	\$18,000
5310	OFFICE SUP	\$5,646	\$6,817	\$9,000	\$9,000	\$9,000
5321	FOOD	\$58,428	\$63,439	\$109,000	\$113,000	\$113,000
5350	SUPPLIES/EQUIPMENT	\$5,883	\$9,290	\$11,200	\$11,600	\$11,600
5355	AUTOMOTIVE FUEL	\$982	\$3,025	\$5,000	\$6,000	\$6,000
5394	SUPPLIES/BOOKS	\$0	\$64	\$0	\$0	\$0
5395	OTHER COMMODITIES	\$12,573	\$7,100	\$15,000	\$15,500	\$15,500
5710	TRAVEL IN-STATE	\$5,422	\$5,430	\$5,500	\$6,000	\$6,000
5715	PROFESSIONAL DEVELOPMENT	\$225	\$0	\$0	\$2,000	\$2,000
5730	DUES/SUBSCRIPTIONS	\$1,397	\$1,512	\$1,500	\$3,000	\$3,000
5799	OFFICE EQUIPMENT	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$125,143	\$136,239	\$204,900	\$219,000	\$219,000
015411	ELDER SERVICES SALARIES					
5801	FROM FEDERAL GRANTS	(55,205)	(56,489)	(51,000)	(51,000)	(51,000)
5811	FROM SALE OF SERVICE	(60,659)	(69,305)	(55,000)	(55,000)	(55,000)
	SUBTOTAL	(115,864)	(125,794)	(106,000)	(106,000)	(106,000)
	TOTAL ELDER SERVICES	\$598,873	\$625,409	\$736,763	\$797,553	\$797,553

MEMORIAL HALL LIBRARY



Mission Statement

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



MEMORIAL HALL LIBRARY

Department Description

Through a diverse blend of materials, services, and programs **Memorial Hall Library** serves as the educational, informational, and cultural heart of the community. The Library provides programs for all ages and access to library materials, information technology, and online services. The library reopened its full 68 hours per week during 2022, 140,000 patrons visited the building and library patrons borrowed approximately 455,000 items. Heavy use of electronic, downloadable, and streaming services continued, and more than 300,000 resources were accessed. 897 library programs were presented with 7,700 people attending. The library strives to create an environment that values and promotes diversity, equity, and inclusion.

Administration works with Town Government, the Board of Trustees, Senior Staff, and the public to set annual library goals, objectives and action items and partner with Town Facilities and DPW departments to improve and maintain the Library building and grounds to ensure that it meets current patron needs and expectations. An FY24-28 Strategic Plan was approved by the Library Board of Trustees in September 2022 and approved by the Massachusetts Board of Library Commissioners in October 2022 and FY24 Action Items will be implemented. As part of the Merrimack Valley Library Consortium, Library Administration collaborates with the 36-member consortium to optimize cooperative library initiatives, including a shared public catalog and shared library resources.

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

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

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

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

The Children's Department plans and provides services for children, birth through grade 5. They offer programs such as story time, crafts, 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 Community Services Department organizes cultural and educational programs for adults, develops promotional materials, plans art exhibits and other public relations activities. They serve as the library's liaison to the *Friends of*

MEMORIAL HALL LIBRARY

Memorial Hall Library and supervise library volunteers. The department collaborates with other Town departments and organizations.

FY2024 Objectives

OVERALL OBJECTIVES

- Continue to provide outstanding customer service to the residents of Andover and library patrons
- Create an environment that values and promotes diversity, equity and inclusion
- Encourage staff to participate in training and workshops
- Work with Town Facilities on FY23/24 CIP articles and other building enhancements

ADMINISTRATION/REFERENCE/LIBRARY SYSTEMS

- Explore additional streaming products and electronic databases
- Continue digitizing and indexing local newspapers currently on microfilm
- Maintain and update public-facing technology
- Staff the library makerspace
- Expand technical training opportunities

CIRCULATION/ TECHNICAL SERVICES/INTERLIBRARY LOAN

- Implement patron self-registration collaboratively with the Merrimack Valley Library Consortium
- Replace the circulation desk when the level one carpet is replaced
- Hire Russian and Chinese language consultants to maintain those vital collections
- 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

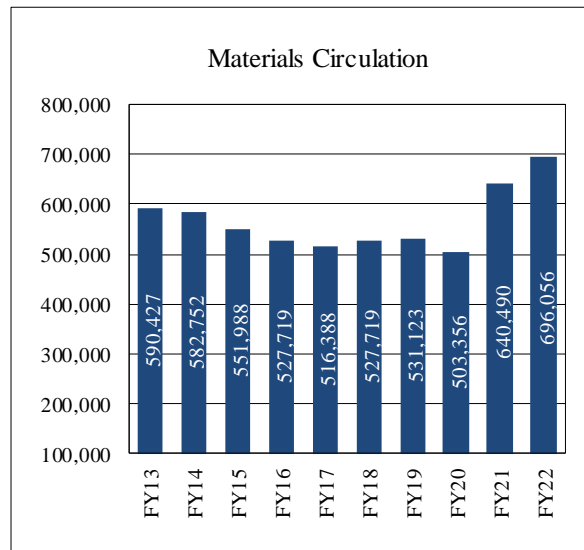
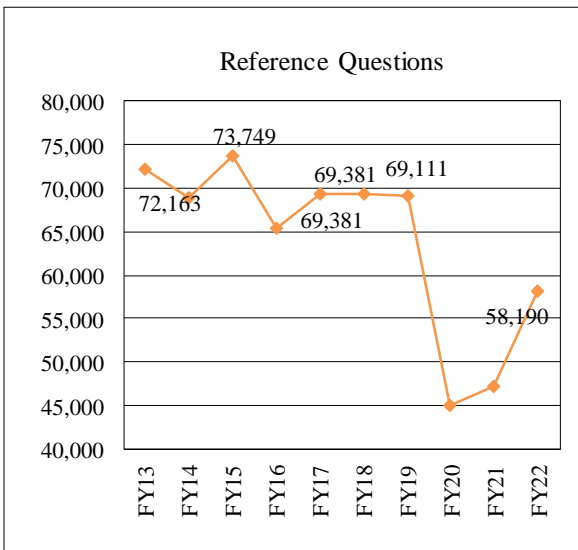
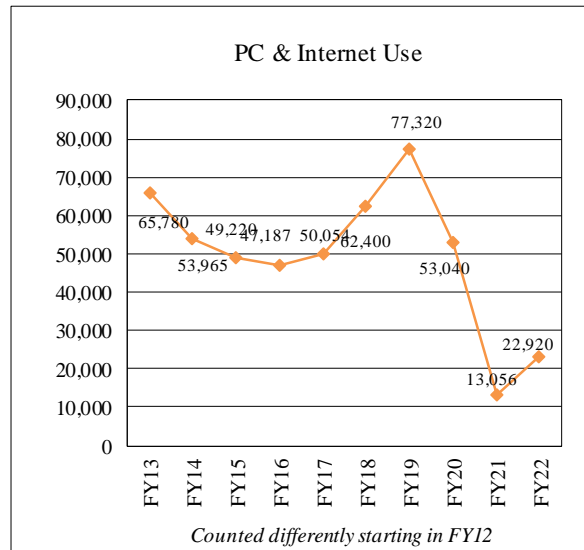
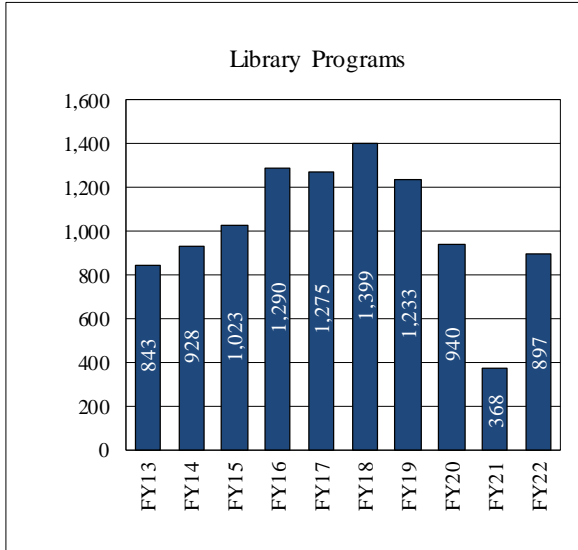
- Deploy staff to better serve the increased numbers of families using the Children's Room
- Explore new in-person and take-home programming opportunities that meet a wide variety of patron needs
- Continue diversity and inclusion work with our collections, displays and programs
- Collaborate with Andover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

COMMUNITY SERVICES

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

MEMORIAL HALL LIBRARY

LIBRARY PERFORMANCE STATISTICS



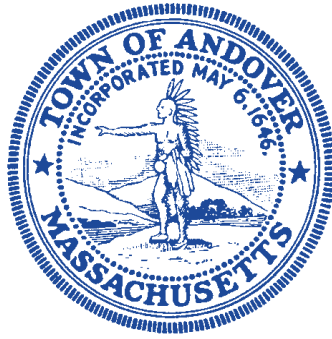
MEMORIAL HALL LIBRARY

<u>Position Classification</u>	<u>FTE FY2021</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>REQ FY2024</u>	<u>TMREC FY2024</u>	<u>TMREC FY2024</u>
MEMORIAL HALL LIBRARY						
<u>Full Time</u>						
Library Director	1.0	1.0	1.0	1.0	1.0	145,326
Assistant Library Director	2.0	2.0	2.0	2.0	2.0	217,278
Assistant Library - Coord Tech & Circ Serv						
Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	205,699
Library Systems Coordinator	1.0	1.0	1.0	1.0	1.0	99,174
Librarian	8.0	8.0	8.0	8.0	8.0	669,270
Program & Partnerships Manager	1.0	1.0	1.0	1.0	1.0	75,824
Acquisitions Head	1.0	1.0	1.0	1.0	1.0	81,830
Executive Secretary	1.0	1.0	1.0	1.0	1.0	72,451
Library Asst II	2.0	2.0	2.0	2.0	2.0	130,922
Library Assistant	2.0	2.0	2.0	2.0	2.0	123,833
	21.0	21.0	21.0	21.0	21.0	1,821,607
<u>Part Time</u>						
Librarians	0.6	0.6	0.6	0.6	0.6	44,297
Library Assistant	5.3	5.3	5.3	5.3	5.3	244,968
Pages and Aides						208,402
	5.9	5.9	5.9	5.9	5.9	497,667
GRAND TOTAL	26.9	26.9	26.9	26.9	26.9	2,319,274

MEMORIAL HALL LIBRARY

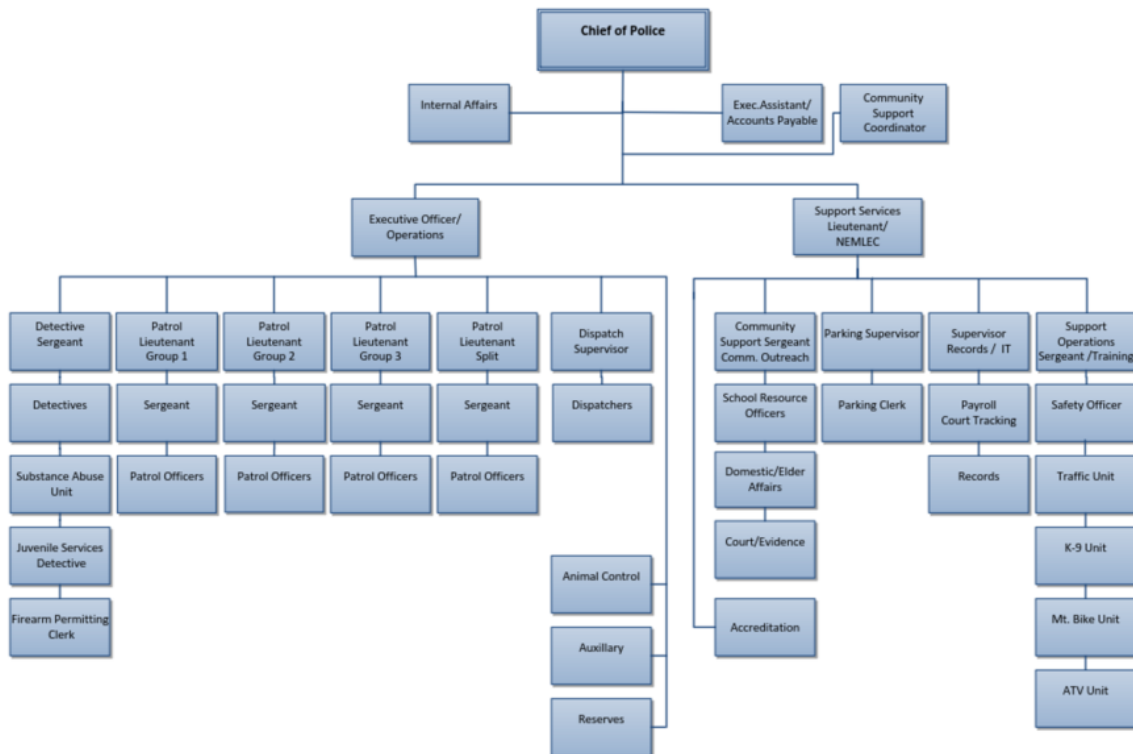
MEMORIAL HALL LIBRARY		FY2021	FY2022	FY2023	FY2024	FY2024
LIBRARY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016101	LIBRARY SALARIES					
5110	REG WAGES	\$1,671,275	\$1,735,711	\$1,742,656	\$1,814,350	\$1,821,271
5120	OVERTIME	\$17,918	\$31,139	\$85,000	\$85,000	\$65,000
5130	PART TIME	\$421,455	\$442,395	\$479,882	\$497,659	\$497,659
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$2,110,648	\$2,209,245	\$2,307,538	\$2,397,009	\$2,383,930
016102	LIBRARY EXPENSES					
5211	ELECTRICITY	\$47,858	\$45,578	\$55,000	\$55,000	\$55,000
5213	NATURAL GAS/OIL	\$26,959	\$28,354	\$35,000	\$35,000	\$35,000
5220	TELEPHONE	\$2,226	\$0	\$0	\$0	\$0
5225	POSTAGE	\$267	\$1,500	\$1,500	\$2,000	\$2,000
5270	PRINTING	\$331	\$911	\$1,500	\$1,000	\$1,000
5282	REP-OFFICE EQUIP	\$5,518	\$5,002	\$7,000	\$7,000	\$7,000
5295	OTHR SVCS	\$5,379	\$10,978	\$8,500	\$8,500	\$8,500
5310	OFFICE SUPPLIES	\$2,556	\$3,187	\$4,500	\$4,500	\$4,500
5330	SUPPLIES/BUILDING	\$15,292	\$19,122	\$25,000	\$25,000	\$25,000
5350	SUPPLIES/EQUIPMENT	\$7,325	\$8,381	\$12,000	\$12,000	\$12,000
5394	SUPPLIES/BOOKS	\$358,281	\$382,513	\$372,000	\$375,000	\$375,000
5430	OTHER EQUIPMENT	\$33,435	\$49,511	\$55,000	\$55,000	\$55,000
5710	TRAVEL IN-STATE	\$0	\$330	\$750	\$750	\$750
5715	PROFESSIONAL DEVELOPMENT	\$2,002	\$3,442	\$3,000	\$3,500	\$3,500
5730	DUES/SUBSCRIPTIONS	\$85,687	\$85,687	\$85,687	\$89,929	\$89,929
	SUBTOTAL	\$593,116	\$644,496	\$666,437	\$674,179	\$674,179
	TOTAL LIBRARY	\$2,703,764	\$2,853,741	\$2,973,975	\$3,071,188	\$3,058,109

POLICE DEPARTMENT



Mission Statement

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



POLICE DEPARTMENT

Department Description

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

The department employs 19.5 civilian employees. There are 9.5 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.

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

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

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

Emergency Management

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

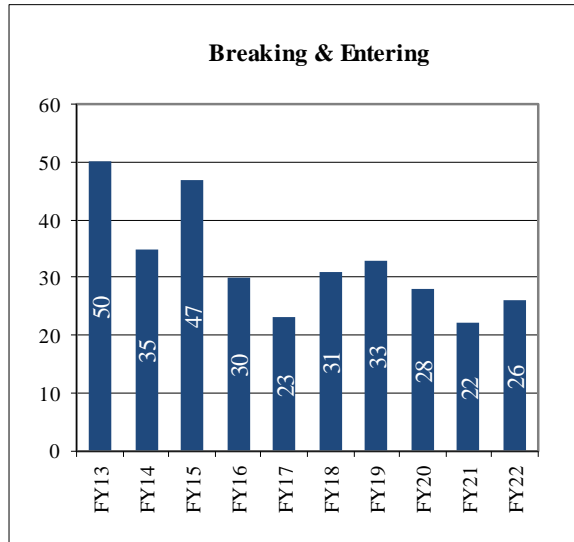
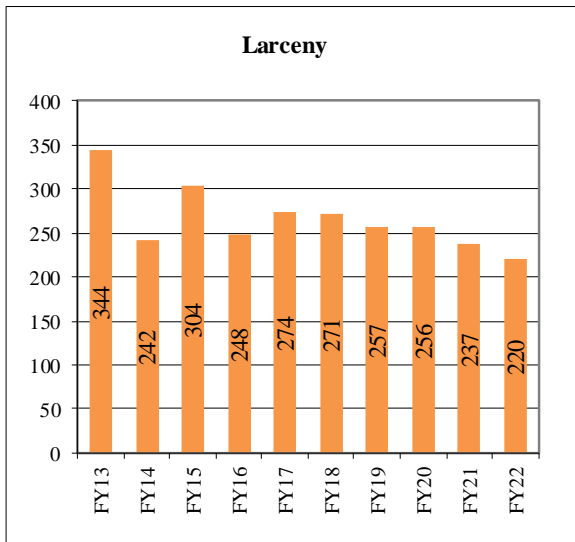
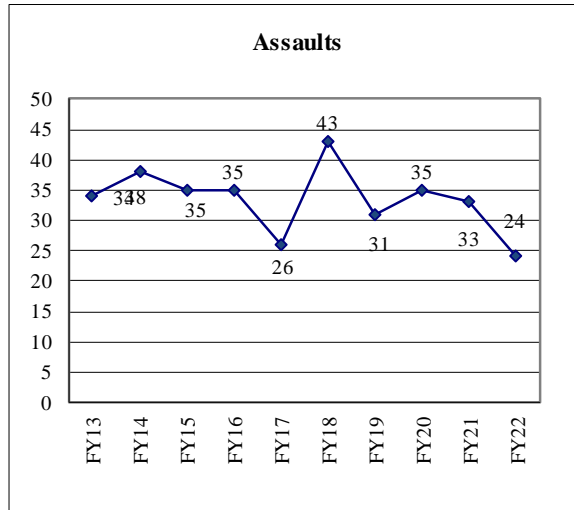
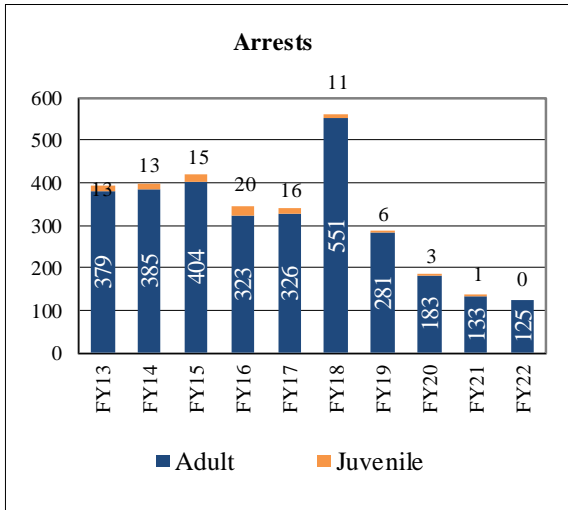
POLICE DEPARTMENT

FY2024 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 <u>FY2021</u>	FTE <u>FY2022</u>	FTE <u>FY2023</u>	REQ <u>FY2024</u>	TMREC <u>FY2024</u>	TMREC <u>FY2024</u>
Chief of Police	1.0	1.0	1.0	1.0	1.0	211,196
Lieutenant	6.0	6.0	6.0	6.0	6.0	925,942
Sergeant	8.0	8.0	8.0	8.0	8.0	999,228
Patrol Officers * #	37.0	37.0	37.0	37.0	40.0	3,514,789
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	62,767
Office Assistant III	1.0	1.0	1.0	1.0	1.0	83,044
Executive Assistant	1.0	1.0	1.0	1.0	1.0	74,537
Records Clerk	2.0	2.0	2.0	2.0	2.0	122,076
Community Support Coordinator (FY23 Moved to Comm Serv)	1.0	1.0				
Public Safety Network Administrator (1)	1.0	1.0	1.0	1.0	1.0	121,196
Unclassified						203,955
	60.0	60.0	59.0	59.0	62.0	6,341,493
<u>Part-Time</u>						
Reserve Officers						5,000
Matrons						1,000
	0.0	0.0	0.0	0.0	0.0	6,000
<u>CENTRAL DISPATCHING</u>						
Dispatch Supervisor (D2)	1.0	1.0	1.0	1.0	1.0	84,276
Dispatcher (D1)	10.0	10.0	10.0	10.0	10.0	766,486
Reserve Dispatchers						45,000
	11.0	11.0	11.0	11.0	11.0	895,762
<u>ANIMAL CONTROL</u>						
Animal Control Officer (I-16)	1.0	1.0	1.0	1.0	1.0	67,816
	1.0	1.0	1.0	1.0	1.0	67,816
<u>PARKING CONTROL</u>						
Parking Control Supervisor (I-14)	1.0	1.0	1.0	1.0	1.0	72,952
Parking Control Assistant (I-10)	0.5	0.5	0.5	0.5	0.5	25,524
	1.5	1.5	1.5	1.5	1.5	98,476
GRAND TOTAL	73.5	73.5	72.5	72.5	75.5	7,409,547

POLICE DEPARTMENT

POLICE DEPARTMENT		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012101	POLICE DEPT SALARIES					
5110	REG WAGES	\$5,414,476	\$5,440,707	\$5,941,892	\$6,107,952	\$6,328,269
5111	ILD INJURED ON DUTY	\$317,500	\$341,872	\$0	\$0	\$0
5123	MISC OT	\$1,148,704	\$1,233,548	\$960,000	\$960,000	\$925,000
5125	COURT DUTY	\$17,297	\$32,888	\$75,000	\$75,000	\$75,000
5127	INVESTIGATIONS	\$103,410	\$81,589	\$50,000	\$50,000	\$50,000
5130	PART TIME	\$5,627	\$25,715	\$6,000	\$6,000	\$6,000
5187	RETRO WAGES	\$40,926	\$165,821	\$0	\$0	\$0
	SUBTOTAL	\$7,047,940	\$7,322,140	\$7,032,892	\$7,198,952	\$7,384,269
012102	POLICE DEPT EXPENSES					
5211	ELECTRIC	\$78,388	\$90,580	\$85,000	\$85,000	\$85,000
5213	NATURAL GAS/OIL	\$42,361	\$49,124	\$50,000	\$50,000	\$50,000
5220	TELEPHONE	\$71,934	\$47,721	\$30,000	\$40,000	\$40,000
5225	POSTAGE	\$803	\$652	\$5,000	\$5,000	\$5,000
5270	PRINTING	\$158	\$172	\$0	\$0	\$0
5285	REP/OTHER EQUIP	\$122,782	\$126,956	\$135,000	\$135,000	\$135,000
5287	REPAIRS/RADIO EQUIP	\$91,022	\$76,058	\$75,000	\$75,000	\$75,000
5291	EQUIPMENT RENTAL	\$31,866	\$26,579	\$35,000	\$35,000	\$35,000
5294	CLOTHING ALLOWANCE	\$68,387	\$60,231	\$76,000	\$76,000	\$76,000
5295	OTHR SVCS	\$21,461	\$18,178	\$50,000	\$50,000	\$50,000
5296	MEDICAL EXPENSES	\$101,129	\$112,717	\$32,000	\$32,000	\$32,000
5310	OFFICE SUPPLIES	\$6,264	\$6,624	\$9,000	\$10,000	\$10,000
5350	OPERATING SUPPLIES	\$34,249	\$40,789	\$72,018	\$75,000	\$75,000
5355	AUTOMOTIVE FUEL	\$53,728	\$80,995	\$80,000	\$95,000	\$95,000
5395	OTHER COMMODITIES	\$70,715	\$41,999	\$60,000	\$60,000	\$60,000
5410	MACHINERY/EQUIPMENT	\$12,364	\$26,856	\$47,000	\$47,000	\$47,000
5504	TECHNOLOGY	\$13,472	\$38,674	\$0	\$0	\$0
5710	TRAVEL	\$570	\$8,842	\$6,000	\$6,000	\$6,000
5716	ACADEMY TRAINING	\$6,000	\$18,987	\$8,000	\$8,000	\$8,000
5715	PROFESSIONAL DEV	\$25,409	\$35,926	\$25,000	\$25,000	\$25,000
5730	DUES/SUBSCRIPTIONS	\$25,253	\$26,004	\$23,000	\$23,000	\$23,000
5799	OFFICE FURNITURE	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$878,315	\$934,664	\$903,018	\$932,000	\$932,000
012101	POLICE DEPT SALARIES					
5811	FROM SALE OF SERVICE	\$ (67,739)	\$ (85,124)	\$ (60,000)	\$ (60,000)	\$ (60,000)
5831	FROM RESERVE FUNDS	\$ (65,447)	\$ -	\$ -	\$ -	\$ (108,659)
	SUBTOTAL	\$ (133,186)	\$ (85,124)	\$ (60,000)	\$ (60,000)	\$ (168,659)
	TOTAL POLICE DEPARTMENT	\$7,793,069	\$8,171,680	\$7,875,910	\$8,070,952	\$8,147,610

POLICE DEPARTMENT

POLICE CENTRAL DISPATCH		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012151	CENTRAL DISPATCH SALARIES					
5110	REG WAGES	\$682,720	\$709,295	\$749,471	\$850,762	\$850,762
5123	MISC OT	\$115,593	\$120,195	\$120,000	\$120,000	\$120,000
5130	PART TIME	\$24,279	\$24,773	\$45,000	\$45,000	\$45,000
5187	RETRO WAGES	\$0	\$87,587	\$0	\$0	\$0
	SUBTOTAL	\$822,592	\$941,850	\$914,471	\$1,015,762	\$1,015,762
012152	CENTRAL DISPATCH EXPENSES					
5285	REP/OTHER EQUIP	\$0	\$0	\$2,500	\$2,500	\$2,500
5287	REPAIRS/RADIO EQUIP	\$0	\$6,000	\$6,000	\$6,000	\$6,000
5291	EQUIPMENT RENTAL	\$2,828	\$2,828	\$3,000	\$3,000	\$3,000
5294	CLOTHING ALLOWANCE	\$6,645	\$6,226	\$5,500	\$5,500	\$5,500
5310	OFFICE SUPPLIES	\$499	\$187	\$500	\$500	\$500
5350	OPERATING SUPPLIES	\$245	\$581	\$5,000	\$5,000	\$5,000
5420	OFFICE EQUIPMENT	\$1,136	\$2,130	\$2,000	\$2,000	\$2,000
5710	TRAVEL	\$0	\$0	\$0	\$0	\$0
5715	PROFESSIONAL DEVELOPMENT	\$1,442	\$4,521	\$4,500	\$4,500	\$4,500
5799	OFFICE FURNITURE	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$12,795	\$22,473	\$29,000	\$29,000	\$29,000
	TOTAL POLICE CENTRAL DISPATCH	\$835,387	\$964,323	\$943,471	\$1,044,762	\$1,044,762

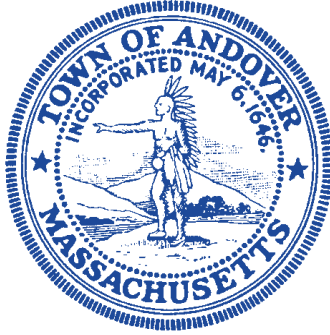
POLICE ANIMAL CONTROL		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012161	POLICE ANIMAL CONTROL SALARIES					
5110	REG WAGES	\$79,742	\$61,205	\$62,673	\$67,816	\$67,816
5120	OVERTIME	\$4,034	\$4,190	\$10,000	\$10,000	\$10,000
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$83,776	\$65,395	\$72,673	\$77,816	\$77,816
012162	POLICE ANIMAL CONTROL EXPENSES					
5294	CLOTHING ALLOWANCE	\$1,907	\$601	\$1,000	\$1,000	\$1,000
5295	OTHER SERV	\$3,074	\$1,873	\$5,000	\$5,000	\$5,000
5310	OFFICE SUPPLIES	\$0	\$42	\$300	\$300	\$300
5350	OPERATING SUPPLIES	\$599	\$25	\$1,000	\$1,000	\$1,000
	SUBTOTAL	\$5,580	\$2,541	\$7,300	\$7,300	\$7,300
	TOTAL POLICE ANIMAL CONTROL	\$89,356	\$67,936	\$79,973	\$85,116	\$85,116

POLICE DEPARTMENT

POLICE EMERGENCY PREPAREDNESS		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012171	EMERGENCY PREP SALARIES					
	5130 PART TIME	\$1,519	\$1,508	\$1,500	\$1,500	\$1,500
	SUBTOTAL	\$1,519	\$1,508	\$1,500	\$1,500	\$1,500
012172	POLICE - EMERGENCY PREP EXPENSES					
	5220 TELEPHONE	\$700	\$689	\$700	\$700	\$700
	5310 OFFICE SUPPLIES	\$0	\$74	\$300	\$300	\$300
	5350 OPERATING SUPPLIES	\$0	\$570	\$2,500	\$2,500	\$2,500
	5360 REPAIR PARTS/EQUIP	\$16,959	\$18,442	\$18,500	\$18,500	\$18,500
	SUBTOTAL	\$17,659	\$19,775	\$22,000	\$22,000	\$22,000
	TOTAL POLICE EMERGENCY PREP	\$19,178	\$21,283	\$23,500	\$23,500	\$23,500

POLICE PARKING CONTROL		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012181	PARKING CONTROL SALARIES					
	5110 REG WAGES	\$68,503	\$70,124	\$69,777	\$72,952	\$72,952
	5120 OVERTIME	\$210	\$1,177	\$1,236	\$1,236	\$1,236
	5130 PART TIME	\$27,259	\$924	\$24,413	\$25,524	\$25,524
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$95,972	\$72,225	\$95,426	\$99,712	\$99,712
012182	PARKING CONTROL EXPENSES					
	5294 CLOTHING ALLOWANCE	\$996	\$998	\$2,000	\$2,000	\$2,000
	5310 OFFICE SUPPLIES	\$5,806	\$2,708	\$20,000	\$20,000	\$20,000
	5350 OPERATING SUPPLIES	\$45,352	\$54,000	\$35,000	\$35,000	\$35,000
	SUBTOTAL	\$52,154	\$57,706	\$57,000	\$57,000	\$57,000
012181	PARKING CONTROL SALARIES					
	5831 FROM RESERVE FUNDS	\$ (94,209)	\$ (96,460)	\$ (95,426)	\$ (99,712)	\$ (99,712)
	SUBTOTAL	\$ (94,209)	\$ (96,460)	\$ (95,426)	\$ (99,712)	\$ (99,712)
012182	PARKING CONTROL EXPENSES					
	5831 FROM RESERVE FUNDS	\$ (51,000)	\$ (55,500)	\$ (57,000)	\$ (57,000)	\$ (57,000)
	SUBTOTAL	\$ (51,000)	\$ (55,500)	\$ (57,000)	\$ (57,000)	\$ (57,000)
	TOTAL PARKING CONTROL	\$ 2,917	\$ (22,029)	\$ -	\$ -	\$ -

FIRE RESCUE



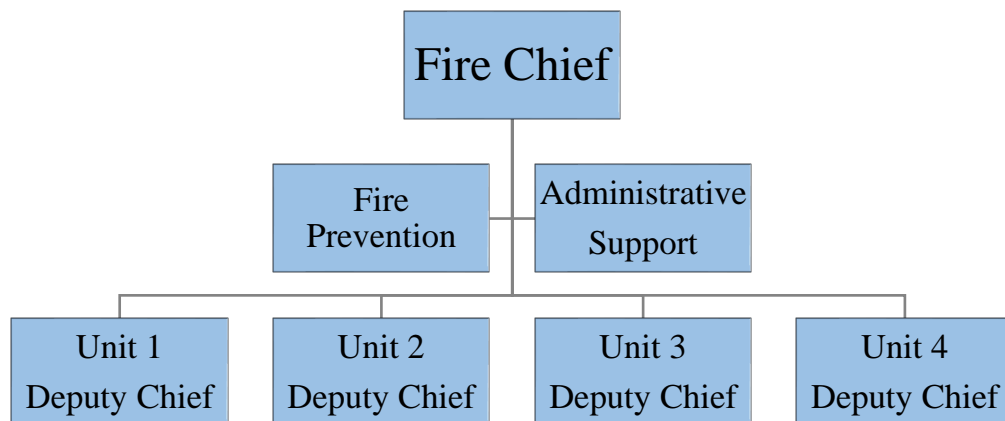
Mission Statement

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

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

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

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



FIRE RESCUE

Department Description

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

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

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

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

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

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

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

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

FIRE RESCUE

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

Vision Statement

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

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

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

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

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

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

FY2024 Objectives

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

- Begin construction of the emergency access road to the Merrimack River for rescue purposes.
- Collaborate with Municipal Services to complete the installation of new windows, refinishing of the apparatus bay floor, paving of the rear parking lot and additional outdoor aesthetic projects.
- Installation of audio visual and television broadcasting equipment in the training classroom at the Ballardvale Fire Station to provide full functionality of the training classroom.
- Collaborate with Facilities staff to complete several rehabilitation projects at the Headquarters Fire Station such as replacing the curbing and sidewalks along the parking lot.
- Initiate plans with stakeholders to develop a firefighter's memorial at the intersection of Clark Road and Andover Street.

FIRE RESCUE

- **Personnel** – Analyze staffing needed for positions through the hiring of additional personnel of Andover Fire Rescue to ensure the organization can maintain the current level of emergency services it provides to the community.
- Create a full-time Training Officer position to ensure all personnel are meeting or exceeding minimum training requirements.
- 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.
- 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– Develop effective fire prevention, public education, code enforcement, and educational programs that are designed to reduce property loss, injuries and deaths from fire and other risks.

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

- Continue to pursue the replacement of all portable radios to allow for seamless emergency communications with every community Andover Fire Rescue responds to.
- 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.

FIRE RESCUE

- **Apparatus** – A planned and maintained schedule for the funding, acquisition, and replacement of all Andover Fire Rescue emergency and support vehicles.
- Maintain capital replacement program for all apparatus and staff vehicles.
- Continue to work with the vehicle maintenance staff to ensure the safety and performance of all apparatus and equipment.
- Maintain the existing preventive maintenance programs currently in place.
- Obtain the funding to begin the design specification process to replace Engine 1.

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.

- Develop and implement an EMS bicycle response team for use at large events.
- 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.
- Pursue the possibility to increase ambulance billing fees.

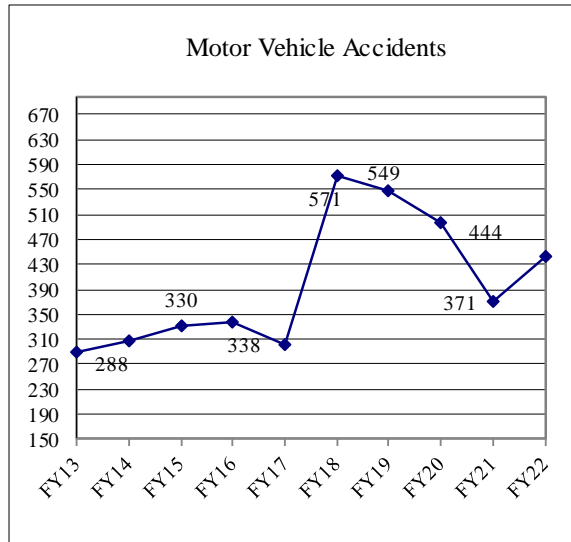
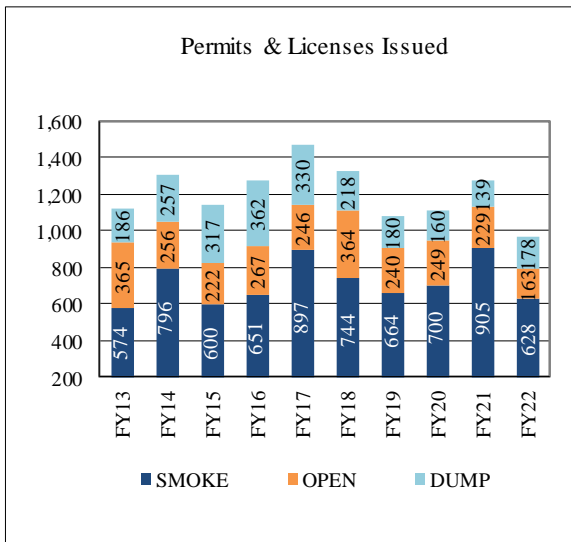
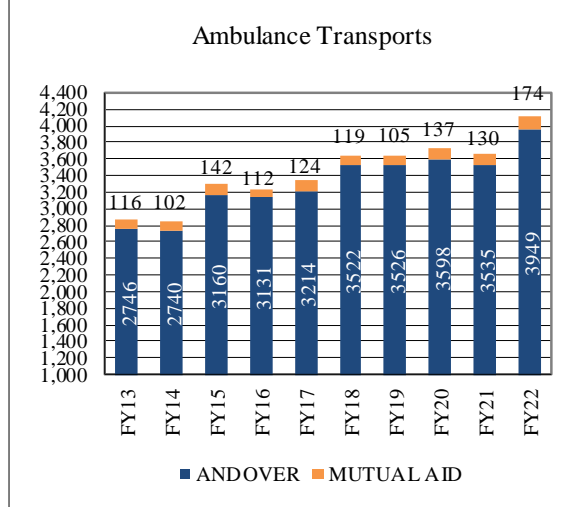
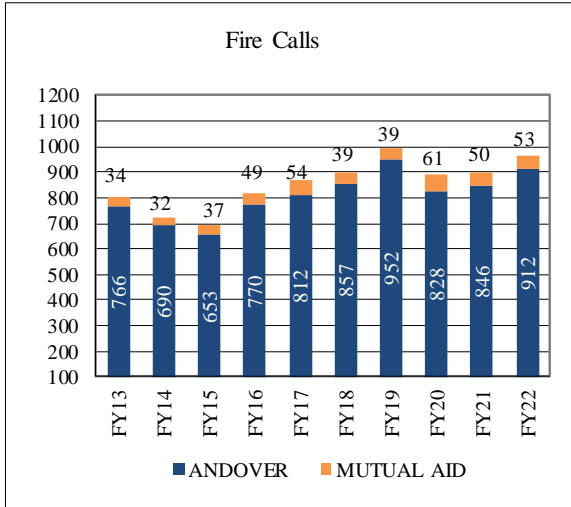
Water Supply – Continue with the plan which will increase the capability and reliability of the current water supply system in an effort to reduce potential fire loss within the community.

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

	FTE FY2021	FTE FY2022	FTE FY2023	REQ FY2024	TMREC FY2024	TMREC FY2024
FIRE-RESCUE						
Fire Chief	1.0	1.0	1.0	1.0	1.0	203,350
Executive Assistant	1.0	1.0	1.0	1.0	1.0	81,090
Office Assistant II	1.0	1.0	1.0	1.0	1.0	57,886
Deputy Chief	4.0	4.0	4.0	4.0	4.0	598,055
Lieutenant	13.0	13.0	13.0	13.0	13.0	1,521,824
Training Lieutenant	-	-	-	1.0	1.0	112,759
Firefighter	52.0	52.0	52.0	60.0	60.0	5,215,646
Unclassified						185,000
GRAND TOTAL	72.0	72.0	72.0	81.0	81.0	7,975,610

FIRE RESCUE

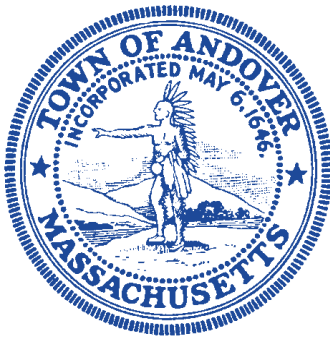
FIRE RESCUE PERFORMANCE STATISTICS



FIRE RESCUE

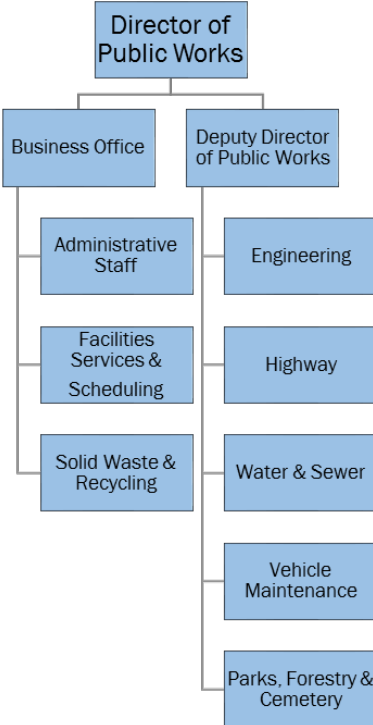
FIRE RESCUE DEPARTMENT		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012201	FIRE RESCUE SALARIES					
5110	REG WAGES	\$6,495,184	\$6,553,072	\$6,936,698	\$7,280,578	\$7,280,578
NEW	TRAINING LT	\$0	\$0	\$0	\$112,759	\$112,759
NEW	FIREFIGHTERS	\$0	\$0	\$0	\$566,453	\$566,453
5111	ILD INJURED ON DUTY	\$293,153	\$176,892	\$0	\$0	\$0
5123	OVERTIME	\$1,315,273	\$1,591,421	\$1,250,000	\$1,366,575	\$1,295,651
5151	LADDER AIDE OVERTIME	\$482,688	\$474,457	\$425,000	\$462,375	\$0
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$8,586,298	\$8,795,842	\$8,611,698	\$9,788,740	\$9,255,441
012202	FIRE RESCUE EXPENSES					
5211	ELECTRIC	\$13,598	\$30,475	\$35,000	\$35,000	\$35,000
5213	NATURAL GAS /OIL	\$9,814	\$13,629	\$20,000	\$20,000	\$20,000
5220	TELEPHONE	\$14,722	\$12,323	\$12,500	\$12,500	\$12,500
5271	CREDIT CARD FEES	\$65	\$60	\$150	\$65	\$65
5281	REPAIRS/BUILDING	\$1,852	\$743	\$2,500	\$2,500	\$2,500
5285	REP/OTHER EQUIP	\$32,276	\$30,078	\$34,000	\$40,000	\$40,000
5287	REPAIRS/RADIO EQUIP	\$12,242	\$8,177	\$18,000	\$20,000	\$20,000
5294	CLOTHING ALLOWANCE	\$85,651	\$82,211	\$89,000	\$89,000	\$99,000
5295	OTHR SVCS	\$0	\$2,430	\$0	\$0	\$0
529501	PROTECTIVE CLOTHING	\$48,859	\$52,230	\$52,000	\$62,000	\$93,500
529502	TRAINING	\$33,929	\$25,476	\$30,000	\$30,000	\$30,000
529503	AMBULANCE BILLING FEES	\$49,071	\$48,045	\$54,000	\$65,500	\$65,500
5296	MEDICAL EXPENSES	\$107,192	\$287,914	\$50,000	\$50,000	\$50,000
5310	OFFICE SUPPLIES	\$6,188	\$6,072	\$6,000	\$6,500	\$6,500
5330	SUPPLIES/BUILDING	\$13,198	\$10,195	\$13,000	\$13,000	\$13,000
5350	SUPPLIES/EQUIPMENT	\$47,969	\$46,898	\$50,000	\$55,000	\$55,000
5355	AUTOMOTIVE FUEL	\$43,825	\$80,765	\$60,000	\$125,000	\$115,000
5360	REP/PARTS/EQUIP	\$5,127	\$4,102	\$4,500	\$4,500	\$4,500
5393	SUPPLIES FIREFIGHTING	\$45,542	\$45,427	\$45,500	\$51,500	\$51,500
5430	OTHER EQUIPMENT	\$8,769	\$5,223	\$7,000	\$7,000	\$7,000
5504	TECHNOLOGY	\$11,580	\$10,954	\$6,000	\$6,000	\$6,000
5720	TRAVEL/OUT	\$0	\$1,707	\$6,000	\$6,000	\$6,000
5730	DUES/SUBSCRIPTIONS	\$15,377	\$15,623	\$16,900	\$16,900	\$16,900
5980	TOWN SHARE OF GRANT	\$33,655	\$0	\$0	\$0	\$0
	SUBTOTAL	\$640,501	\$820,757	\$612,050	\$717,965	\$749,465
012201	FIRE RESCUE SALARIES					
5811	FROM SALE OF SERVICE	\$ (1,303,192)	\$ (1,397,147)	\$ (1,300,000)	\$ (1,700,000)	\$ (1,750,000)
	SUBTOTAL	\$ (1,303,192)	\$ (1,397,147)	\$ (1,300,000)	\$ (1,700,000)	\$ (1,750,000)
	TOTAL FIRE RESCUE DEPARTMENT	\$7,923,607	\$8,219,452	\$7,923,748	\$8,806,705	\$8,254,906

DEPARTMENT OF PUBLIC WORKS



Mission Statement

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



DEPARTMENT OF PUBLIC WORKS

Department Description

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

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

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

The Parks & Grounds, Forestry and Cemetery Divisions:

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

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

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

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

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

DEPARTMENT OF PUBLIC WORKS

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

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

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

FY2024 Objectives

Administration/Business Office

- Continue updating the long- and short-range plans for the department.
- Maintain and improve relationships with the Community.
- Insure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- Sustain the existing level of services within the limits Proposition 2-1/2 and other budgetary constraints.
- 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.
- Promote the Town House function facility to increase rental activity.
- Work with Town and Youth Sports Groups to best utilize the Town fields.
- Review policies, procedures and fee schedules to optimize efficiencies and increase revenues.

Engineering

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

Highway

- Maintain and improve the transportation quality of the Town's roads and sidewalks as funds allow.
- Insure that the Town's drainage system meets the requirements under Town's MS4 permit, as it relates to regulated discharges into Waters of the United States.
- Maintain signs and pavement markings on Town roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- Improve handicap accessibility of Town sidewalks.
- Oversee the Town of Andover's Road and Sidewalk Restoration and Improvement plan.

DEPARTMENT OF PUBLIC WORKS

- Continue implementation of DLA (Direct Liquid Application) treatment system for use during snow and ice operations.
- Continue deployment of GPS tracking capabilities during snow and ice operations for all Town and contractor vehicles.
- Implement ground speed spreader controls across the Town's snow and ice fleet.
- Assist Engineering Division in the development of an updated Sidewalk Master Program.
-

Parks, Grounds, Forestry and Cemetery

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

Sewer

- 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 2023.
- 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

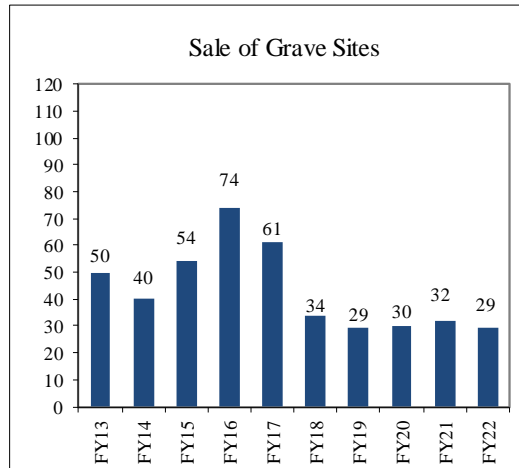
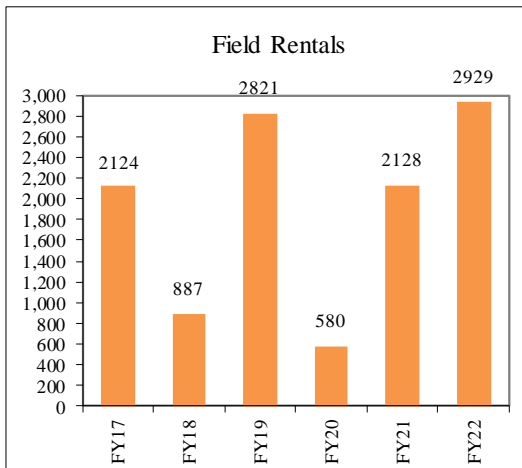
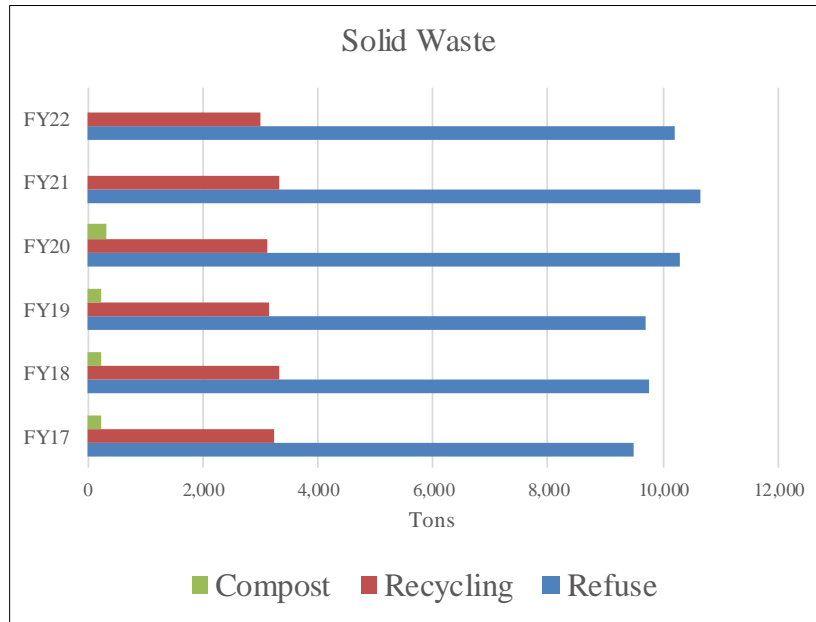
- Provide support to CIP vehicle purchases for all departments.
- Provide support to Highway snow removal operations.
- Continue to maintain over 250 vehicles/pieces of Town owned equipment

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>FY2021</u>	<u>FTE</u> <u>FY2022</u>	<u>FTE</u> <u>FY2023</u>	<u>REQ</u> <u>FY2024</u>	<u>TMREC</u> <u>FY2024</u>	<u>TMREC</u> <u>FY2024</u>
PUBLIC WORKS						
<u>DPW ADMINISTRATION</u>						
Director of Public Works	1.0	1.0	1.0	1.0	1.0	162,686
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	73,274
	2.0	2.0	2.0	2.0	2.0	235,960
<u>DPW/FACILITIES BUSINESS OFFICE</u>						
Business Manager	1.0	1.0	1.0	1.0	1.0	120,614
Facilities Coordinator	0.5	0.5	0.5	0.5	0.4	26,609
Office Assistant II	1.6	1.6	1.6	1.6	1.6	105,941
	3.1	3.1	3.1	3.1	3.0	253,164
<u>ENGINEERING</u>						
Town Engineer	1.0	1.0	1.0	1.0	1.0	124,227
Asst. Town Engineer	1.0	1.0	1.0	1.0	1.0	105,476
Construction Inspector (Senior Civil Engineer)	1.0	1.0	1.0	1.0	1.0	100,674
	3.0	3.0	3.0	3.0	3.0	330,377
<u>HIGHWAY</u>						
Assistant Director/Superintendent	1.0	1.0	1.0	1.0	1.0	130,920
General Foreman	1.0	1.0	1.0	1.0	1.0	111,974
Working Foreman	1.0	1.0	1.0	1.0	1.0	85,700
Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	62,684
Equipment Operator II	7.0	7.0	7.0	7.0	7.0	452,483
Public Grounds Laborer	0.5	0.5	0.5	0.5	0.5	30,534
Equipment Operator I	4.0	4.0	4.0	4.0	4.0	237,914
	15.5	15.5	15.5	15.5	15.5	1,112,209
<u>FORESTRY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	85,700
Tree Climber	3.0	3.0	3.0	3.0	3.0	195,797
	4.0	4.0	4.0	4.0	4.0	281,497
<u>SPRING GROVE CEMETERY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	86,116
Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	61,404
Laborer II	1.0	1.0	1.0	1.0	1.0	61,265
	3.0	3.0	3.0	3.0	3.0	208,785
<u>PARKS & GROUNDS</u>						
Superintendent	1.0	1.0	1.0	1.0	1.0	120,908
Working Foreman	1.0	1.0	1.0	1.0	1.0	85,700
Equipment Operator II	1.0	1.0	1.0	1.0	1.0	65,097
Public Grounds Laborer	0.5	0.5	0.5	0.5	0.5	30,534
Laborer II	4.0	4.0	4.0	4.0	4.0	240,622
	7.5	7.5	7.5	7.5	7.5	542,861
<u>VEHICLE MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	83,808
Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	82,279
Mechanic	2.0	2.0	2.0	2.0	2.0	144,878
	4.0	4.0	4.0	4.0	4.0	310,965
GEN. FUND TOTAL	42.1	42.1	42.1	42.1	42.0	3,275,818

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS		FY2021	FY2022	FY2023	FY2024	FY2024
		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TM REC
DPW ADMINISTRATION						
	PERSONAL SERVICES	254,800	254,400	245,007	239,475	238,475
	OTHER EXPENSES	8,305	18,005	9,150	16,150	11,650
	TOTAL DPW ADMINISTRATION	263,105	272,405	254,157	255,625	250,125
DPW/FACILITIES BUSINESS OFFICE						
	PERSONAL SERVICES	263,971	269,745	273,834	350,258	271,953
	OTHER EXPENSES	4,305	27,265	27,550	35,000	33,000
	TOTAL DPW/FACILITIES BUSINESS OFFICE	268,276	297,010	301,384	385,258	304,953
DPW ENGINEERING						
	PERSONAL SERVICES	316,442	327,291	325,962	346,377	340,377
	OTHER EXPENSES	133,908	94,032	113,050	154,700	134,700
	TOTAL ENGINEERING	450,350	421,323	439,012	501,077	475,077
DPW HIGHWAY						
	PERSONAL SERVICES	1,130,162	1,178,519	1,231,728	1,290,331	1,267,661
	OTHER EXPENSES	421,029	473,461	523,400	668,500	608,500
	TOTAL HIGHWAY	1,551,191	1,651,980	1,755,128	1,958,831	1,876,161
DPW SNOW & ICE						
	PERSONAL SERVICES	397,314	425,800	198,000	198,000	198,000
	OTHER EXPENSES	1,387,901	1,410,630	1,049,000	1,049,000	1,049,000
	TOTAL SNOW & ICE	1,785,215	1,836,430	1,247,000	1,247,000	1,247,000
DPW SOLID WASTE						
	PERSONAL SERVICES	8,933	5,962	8,510	9,145	9,145
	OTHER EXPENSES	3,210,370	2,978,307	3,399,555	4,123,188	3,815,216
	TOTAL SOLID WASTE	3,219,303	2,984,269	3,408,065	4,132,333	3,824,361
DPW FORESTRY						
	PERSONAL SERVICES	276,098	323,681	321,391	363,997	337,497
	OTHER EXPENSES	50,052	107,397	111,150	127,410	122,410
	TOTAL FORESTRY	326,150	431,078	432,541	491,407	459,907
DPW SPRING GROVE CEMETERY						
	PERSONAL SERVICES	234,051	242,260	234,584	244,285	240,435
	OTHER EXPENSES	41,191	75,567	44,645	62,695	50,695
	FROM SALE OF SERVICE	(85,873)	(77,256)	(60,000)	(60,000)	(60,000)
	TOTAL SPRING GROVE CEMETERY	189,369	240,571	219,229	246,980	231,130
DPW PARKS & GROUNDS						
	PERSONAL SERVICES	586,454	608,792	650,635	675,361	673,861
	OTHER EXPENSES	243,363	170,547	150,350	189,900	154,400
	TOTAL PARKS & GROUNDS	829,817	779,339	800,985	865,261	828,261
DPW VEHICLE MAINTENANCE						
	PERSONAL SERVICES	324,471	341,814	344,632	375,465	352,965
	OTHER EXPENSES	450,407	412,980	460,200	466,426	466,426
	TOTAL VEHICLE MAINTENANCE	774,878	754,794	804,832	841,891	819,391
TOTAL DPW						
	SALARIES	3,792,696	3,978,264	3,834,283	4,092,694	3,930,369
	EXPENSES	5,950,831	5,768,191	5,888,050	6,892,969	6,445,997
		9,743,527	9,746,455	9,722,333	10,985,663	10,376,366
	FROM SALE OF SERVICE	(85,873)	(77,256)	(60,000)	(60,000)	(60,000)
	TOTAL DPW	9,657,654	9,669,199	9,662,333	10,925,663	10,316,366

DEPARTMENT OF PUBLIC WORKS

DPW ADMINISTRATION		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014211	DPW ADMINISTRATION SALARIES					
5110	REG WAGES	\$252,009	\$245,512	\$242,507	\$235,975	\$235,975
5120	OVERTIME	\$2,791	\$8,888	\$2,500	\$3,500	\$2,500
5130	PART-TIME	\$0	\$0	\$0	\$0	\$0
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$254,800	\$254,400	\$245,007	\$239,475	\$238,475
014212	DPW ADMINISTRATION EXPENSES					
5294	CLOTHING ALLOWANCE	\$0	\$0	\$150	\$150	\$150
5255	SOFTWARE SUPPORT	\$0	\$1,110	\$1,000	\$1,000	\$1,000
5295	OTHR SVCS	\$90	\$8,350	\$500	\$5,000	\$500
5406	UNIFORMS	\$6,620	\$7,480	\$3,000	\$3,000	\$3,000
5715	PROFESSIONAL DEVELOPMENT	\$1,595	\$837	\$1,000	\$1,000	\$1,000
5710	TRAVEL	\$0	\$228	\$3,500	\$3,500	\$3,500
5720	TRAVEL OUT OF STATE	\$0	\$0	\$0	\$2,500	\$2,500
	SUBTOTAL	\$8,305	\$18,005	\$9,150	\$16,150	\$11,650
	TOTAL DPW ADMINISTRATION	\$263,105	\$272,405	\$254,157	\$255,625	\$250,125

DPW/FACILITIES BUSINESS OFFICE		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014201	DPW/FACILITIES BUSINESS OFFICE SALARIES					
5110	REG WAGES	\$113,473	\$116,400	\$115,365	\$120,614	\$120,614
	REG WAGES - NEW POSITION	\$0	\$0	\$0	\$65,000	\$0
5120	OVERTIME	\$0	\$0	\$2,000	\$2,000	\$2,000
5130	PART-TIME	\$133,114	\$140,105	\$136,469	\$142,644	\$129,339
5140	SEASONAL	\$17,384	\$13,240	\$20,000	\$20,000	\$20,000
5152	SPECIAL EVENT OVERTIME	\$0	\$0	\$0	\$0	\$0
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$263,971	\$269,745	\$273,834	\$350,258	\$271,953
014202	DPW/FACILITIES BUSINESS OFFICE EXPENSES					
5255	SOFTWARE SUPPORT	\$2,719	\$17,781	\$21,400	\$25,000	\$25,000
5294	CLOTHING ALLOWANCE	\$0	\$0	\$150	\$0	\$0
5295	OTHR SVCS	\$0	\$4,911	\$0	\$4,000	\$2,000
5310	OFFICE SUPPLIES	\$0	\$3,058	\$4,000	\$4,000	\$4,000
5710	TRAVEL	\$0	\$188	\$0	\$0	\$0
5715	PROFESSIONAL DEVELOPMENT	\$1,586	\$1,327	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$4,305	\$27,265	\$27,550	\$35,000	\$33,000
	TOTAL DPW/FACILITIES BUSINESS OFF	\$268,276	\$297,010	\$301,384	\$385,258	\$304,953

DEPARTMENT OF PUBLIC WORKS

DPW ENGINEERING		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014101	ENGINEERING SALARIES					
	5110 REG WAGES	\$313,237	\$314,076	\$315,962	\$330,377	\$330,377
	5140 SEASONAL	\$3,205	\$13,215	\$10,000	\$16,000	\$10,000
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$316,442	\$327,291	\$325,962	\$346,377	\$340,377
014102	ENGINEERING EXPENSES					
	5268 PROF SERVICES	\$0	\$1,000	\$0	\$0	\$0
	5282 REP-OFFICE EQUIP	\$1,211	\$314	\$2,750	\$2,750	\$2,750
	5294 CLOTHING ALLOWANCE	\$585	\$450	\$750	\$750	\$750
	5295 OTHR SVCS	\$1,117	\$7,200	\$700	\$2,500	\$2,500
	5298 STORM WATER MGMT	\$81,490	\$80,540	\$90,000	\$130,000	\$110,000
	5310 OFFICE SUP	\$958	\$670	\$2,000	\$2,000	\$2,000
	5380 MIN APPARATUS/TOOLS	\$41,735	\$108	\$1,500	\$2,000	\$2,000
	5395 OTH COMM	\$108	\$1,463	\$10,650	\$10,000	\$10,000
	5504 TECHNOLOGY	\$425	\$1,731	\$0	\$0	\$0
	5710 TRAVEL	\$0	\$0	\$300	\$300	\$300
	5715 PROF DEV	\$5,679	\$356	\$4,000	\$4,000	\$4,000
	5730 DUES/SUBSCRIPTIONS	\$600	\$200	\$400	\$400	\$400
	SUBTOTAL	\$133,908	\$94,032	\$113,050	\$154,700	\$134,700
	TOTAL ENGINEERING	\$450,350	\$421,323	\$439,012	\$501,077	\$475,077

DPW HIGHWAY		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014221	HIGHWAY SALARIES					
	5110 REG WAGES	\$993,682	\$1,021,737	\$1,072,278	\$1,115,711	\$1,115,711
	5120 OVERTIME	\$136,480	\$112,237	\$131,250	\$131,250	\$131,250
	5140 SEASONAL	\$0	\$5,758	\$7,500	\$0	\$0
	5152 SPECIAL EVENT OVERTIME	\$0	\$38,787	\$20,700	\$43,370	\$20,700
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$1,130,162	\$1,178,519	\$1,231,728	\$1,290,331	\$1,267,661
014222	HIGHWAY DEPT EXPENSES					
	5220 TELEPHONE	\$7,593	\$6,717	\$10,000	\$10,000	\$10,000
	5268 PROF SERVICES	\$0	\$57,200	\$0	\$50,000	\$20,000
	5291 EQUIPMENT RENTAL	\$0	\$0	\$15,000	\$7,500	\$7,500
	5294 CLOTHING ALLOWANCE	\$6,411	\$5,781	\$6,300	\$7,000	\$7,000
	5295 OTHR SVCS	\$126,706	\$174,765	\$175,000	\$211,000	\$191,000
	5310 OFFICE SUP	\$2,275	\$996	\$1,500	\$1,000	\$1,000
	5330 SUPPLIES/BUILDING	\$27,646	\$19,563	\$20,000	\$20,000	\$20,000
	5350 OPERATING SUPPLIES/EQUIP	\$3,585	\$0	\$0	\$0	\$0
	5355 AUTOMOTIVE FUEL	\$55,025	\$93,113	\$68,000	\$135,000	\$125,000
	5360 REP/PARTS/EQUIP	\$1,856	\$0	\$10,000	\$10,000	\$10,000
	5370 SUPPLIES CONSTRUCTION	\$136,049	\$86,824	\$175,000	\$175,000	\$175,000
	5395 OTHER COMMODITIES	\$260	\$883	\$2,500	\$2,500	\$2,500
	5410 MACHINERY/EQUIP	\$577	\$0	\$18,500	\$18,500	\$18,500
	5504 TECHNOLOGY	\$0	\$2,031	\$0	\$0	\$0
	5710 TRAVEL	\$0	\$205	\$600	\$0	\$0
	5715 PROFESSIONAL DEVELOPMENT	\$9,235	\$1,060	\$6,500	\$6,500	\$6,500
	5716 LICENSES & CONTINUING ED	\$2,620	\$1,413	\$2,500	\$2,500	\$2,500
	5730 DUES/SUBSCRIPTIONS	\$300	\$2,277	\$1,000	\$1,000	\$1,000
	5490 STORM RECOVERY	\$26,343	\$15,774	\$11,000	\$11,000	\$11,000
	5733 MUNICIPAL SERVICES FACILITY	\$14,548	\$4,859	\$0	\$0	\$0
	SUBTOTAL	\$421,029	\$473,461	\$523,400	\$668,500	\$608,500
	TOTAL HIGHWAY	\$1,551,191	\$1,651,980	\$1,755,128	\$1,958,831	\$1,876,161

DEPARTMENT OF PUBLIC WORKS

DPW SNOW & ICE		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014231	SNOW & ICE SALARIES					
	5120 SNOW OT	\$397,314	\$425,800	\$198,000	\$198,000	\$198,000
	SUBTOTAL	\$397,314	\$425,800	\$198,000	\$198,000	\$198,000
014232	SNOW & ICE EXPENSES					
	5374 SNOW & ICE MAINT	\$1,155,395	\$901,515	\$835,000	\$835,000	\$835,000
	5375 ROAD SALT	\$232,506	\$509,115	\$212,000	\$212,000	\$212,000
	5376 SAND	\$0	\$0	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$1,387,901	\$1,410,630	\$1,049,000	\$1,049,000	\$1,049,000
	TOTAL SNOW & ICE	\$1,785,215	\$1,836,430	\$1,247,000	\$1,247,000	\$1,247,000

DPW SOLID WASTE		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014331	SOLID WASTE SALARIES					
	5120 OVERTIME	\$8,933	\$5,962	\$8,510	\$9,145	\$9,145
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$8,933	\$5,962	\$8,510	\$9,145	\$9,145
014332	SOLID WASTE EXPENSES					
	5295 OTHR SVCS	\$2,061,769	\$2,101,177	\$2,259,785	\$2,725,286	\$2,617,314
	5297 RECYCLING SERVICES	\$1,148,601	\$877,130	\$1,100,270	\$1,157,232	\$1,157,232
	5299 COMPOSTING PROGRAM	\$0	\$0	\$39,000	\$40,170	\$40,170
	MATERIALS DISPOSAL	\$0	\$0	\$0	\$200,000	\$0
	5360 REPAIR PARTS/EQUIP	\$0	\$0	\$500	\$500	\$500
	SUBTOTAL	\$3,210,370	\$2,978,307	\$3,399,555	\$4,123,188	\$3,815,216
	TOTAL SOLID WASTE	\$3,219,303	\$2,984,269	\$3,408,065	\$4,132,333	\$3,824,361

DEPARTMENT OF PUBLIC WORKS

DPW FORESTRY		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014251	FORESTRY SALARIES					
	5110 REG WAGES	\$217,981	\$248,444	\$265,391	\$281,497	\$281,497
	5120 OVERTIME	\$57,993	\$58,227	\$50,000	\$65,000	\$50,000
	5140 SEASONAL - BALD HILL	\$0	\$17,010	\$6,000	\$17,500	\$6,000
	5152 SPECIAL EVENT OVERTIME	\$124	\$0	\$0	\$0	\$0
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$276,098	\$323,681	\$321,391	\$363,997	\$337,497
014252	FORESTRY EXPENSES					
	5220 TELEPHONE	\$1,912	\$1,564	\$2,000	\$2,060	\$2,060
	5250 ADVERTISING	\$0	\$0	\$500	\$515	\$515
	5285 REP/OTHER EQUIP	\$406	\$421	\$1,000	\$1,030	\$1,030
	5294 CLOTHING ALLOWANCE	\$1,499	\$1,839	\$2,000	\$2,000	\$2,000
	5295 OTHR SVCS	\$29,151	\$50,952	\$50,000	\$50,000	\$50,000
	5297 GRINDING/SCREENING	\$297	\$9,600	\$20,000	\$20,600	\$20,600
	5330 OPER SUPPLIES	\$1,096	\$8,495	\$4,000	\$4,120	\$4,120
	5355 AUTOMOTIVE FUEL	\$9,512	\$17,667	\$13,000	\$28,000	\$23,000
	5360 REP/PARTS/EQUIP	\$1,307	\$4,923	\$2,000	\$2,060	\$2,060
	5410 MACHINERY/EQUIP	\$3,656	\$1,666	\$2,000	\$2,060	\$2,060
	5710 TRAVEL	\$0	\$0	\$150	\$150	\$150
	5715 PROFESSIONAL DEV	\$355	\$0	\$2,500	\$2,500	\$2,500
	5716 LICENSES & CONTINUING ED	\$551	\$2,030	\$1,500	\$1,500	\$1,500
	5730 DUES/SUBSCRIPTIONS	\$310	\$210	\$500	\$515	\$515
	5780 STREET/TREE REPLANTING	\$0	\$8,030	\$10,000	\$10,300	\$10,300
	SUBTOTAL	\$50,052	\$107,397	\$111,150	\$127,410	\$122,410
	TOTAL FORESTRY	\$326,150	\$431,078	\$432,541	\$491,407	\$459,907

DPW SPRING GROVE CEMETERY		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014271	SPRING GROVE CEMETERY SALARIES					
	5110 REG WAGES	\$196,030	\$202,369	\$202,934	\$208,785	\$208,785
	5120 OVERTIME	\$38,021	\$35,985	\$26,150	\$30,000	\$26,150
	5140 SEASONAL WAGES	\$0	\$3,906	\$5,500	\$5,500	\$5,500
	SUBTOTAL	\$234,051	\$242,260	\$234,584	\$244,285	\$240,435
014272	SPRING GROVE CEMETERY EXPENSES					
	5211 ELECTRICITY	\$1,369	\$2,383	\$2,600	\$2,600	\$2,600
	5220 TELEPHONE	\$306	\$267	\$400	\$0	\$0
	5285 REP/OTHER EQUIP	\$0	\$0	\$600	\$0	\$0
	5294 CLOTHING ALLOWANCE	\$1,182	\$1,388	\$1,500	\$1,500	\$1,500
	5295 OTHR SVCS	\$907	\$11,375	\$10,000	\$10,300	\$10,300
	5330 OPERATING SUPPLIES	\$7,300	\$1,005	\$5,000	\$5,150	\$5,150
	5335 FUEL OIL	\$6,256	\$8,849	\$8,000	\$8,240	\$8,240
	5355 AUTOMOTIVE FUEL	\$7,289	\$9,992	\$7,000	\$12,000	\$10,000
	5360 REP/PARTS/EQUIP	\$0	\$0	\$2,000	\$2,060	\$2,060
	5410 MACHINERY/EQUIP	\$16,282	\$39,999	\$6,700	\$20,000	\$10,000
	5710 TRAVEL	\$0	\$0	\$100	\$100	\$100
	5715 PROFESSIONAL DEV	\$0	\$119	\$500	\$500	\$500
	5730 DUES/SUBSCRIPTIONS	\$300	\$190	\$245	\$245	\$245
	SUBTOTAL	\$41,191	\$75,567	\$44,645	\$62,695	\$50,695
014272	SPRING GROVE CEMETERY EXPENSES					
	5811 FROM SALE OF SERVICE	\$ (85,873)	\$ (77,256)	\$ (60,000)	\$ (60,000)	\$ (60,000)
	SUBTOTAL	\$ (85,873)	\$ (77,256)	\$ (60,000)	\$ (60,000)	\$ (60,000)
	TOTAL SPRING GROVE CEMETERY	\$189,369	\$240,571	\$219,229	\$246,980	\$231,130

DEPARTMENT OF PUBLIC WORKS

DPW PARKS & GROUNDS		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014261	PARKS & GROUNDS SALARIES					
	5110 REG WAGES	\$486,806	\$515,416	\$519,635	\$542,861	\$542,861
	5120 OVERTIME	\$70,367	\$72,104	\$75,000	\$76,500	\$75,000
	5140 SEASONAL	\$22,660	\$11,934	\$40,000	\$40,000	\$40,000
	5152 SPECIAL EVENT OVERTIME	\$6,621	\$9,338	\$16,000	\$16,000	\$16,000
	5187 RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$586,454	\$608,792	\$650,635	\$675,361	\$673,861
014262	PARKS & GROUNDS EXPENSES					
	5211 ELECTRICITY	\$159	\$217	\$0	\$0	\$0
	5230 FIELDS REVOLVING SUPPORT	\$26,609	\$0	\$12,000	\$0	\$0
	5285 REP/OTHER EQUIP	\$0	\$1,107	\$3,000	\$3,000	\$3,000
	5294 CLOTHING ALLOWANCE	\$2,540	\$2,092	\$3,150	\$3,500	\$3,500
	5295 OTHR SVCS	\$60,920	\$66,837	\$19,000	\$21,850	\$21,850
	5330 OPERATING SUPPLIES	\$8,004	\$19,000	\$23,000	\$26,450	\$26,450
	5331 PLAYGROUND SUPPLIES	\$0	\$165	\$5,000	\$5,000	\$5,000
	5508 DOWNTOWN MAINTENANCE	\$12,433	\$10,730	\$15,000	\$15,000	\$15,000
	5355 AUTOMOTIVE FUEL	\$12,705	\$23,055	\$15,000	\$25,000	\$22,000
	5360 REP/PARTS/EQUIP	\$29,841	\$19,542	\$16,000	\$18,400	\$18,400
	5410 MACHINERY/EQUIP	\$60,253	\$3,301	\$20,000	\$20,000	\$20,000
	5490 EVENTS	\$28,761	\$23,669	\$17,500	\$30,000	\$17,500
	5710 TRAVEL	\$0	\$0	\$100	\$100	\$100
	5715 PROFESSIONAL DEV	\$953	\$0	\$1,000	\$1,000	\$1,000
	5716 LICENSES & CONTINUING ED	\$100	\$832	\$200	\$200	\$200
	5730 DUES/SUBSCRIPTIONS	\$85	\$0	\$400	\$400	\$400
	5781 GATEWAY PROGRAM	\$0	\$0	\$0	\$20,000	\$0
	SUBTOTAL	\$243,363	\$170,547	\$150,350	\$189,900	\$154,400
	TOTAL PARKS & GROUNDS	\$829,817	\$779,339	\$800,985	\$865,261	\$828,261

DEPARTMENT OF PUBLIC WORKS

DPW VEHICLE MAINTENANCE		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014281	VEHICLE MAINT SALARIES					
	5110 REG WAGES	\$278,296	\$286,333	\$293,132	\$310,965	\$310,965
	5120 OVERTIME	\$46,175	\$55,481	\$42,000	\$55,000	\$42,000
	5140 SEASONAL	<u>\$0</u>	<u>\$0</u>	<u>\$9,500</u>	<u>\$9,500</u>	<u>\$9,500</u>
	SUBTOTAL	\$324,471	\$341,814	\$344,632	\$375,465	\$362,465
014282	VEHICLE MAINT EXPENSES					
	5283 REP-VHCLS	\$13,727	\$6,187	\$30,000	\$15,000	\$15,000
	5285 REPAIRS/OTHER EQUIP	\$2,373	\$1,395	\$5,000	\$15,000	\$15,000
	5293 UNIFORM RENTAL	\$2,239	\$3,844	\$4,500	\$0	\$0
	5294 CLOTHING ALLOWANCE	\$2,257	\$1,899	\$2,000	\$2,500	\$2,500
	5295 OTHR SVCS	\$28,536	\$19,198	\$0	\$10,000	\$10,000
	5330 OPERATING SUPPLIES	\$3,472	\$2,791	\$700	\$4,000	\$4,000
	5355 AUTO FUEL	\$6,226	\$13,952	\$20,000	\$10,000	\$10,000
	5360 REPAIR/PARTS/EQUIP	\$42,470	\$73,731	\$65,800	\$65,800	\$65,800
	5361 OPER SUPPLIES/POLICE	\$29,718	\$36,176	\$45,000	\$46,350	\$46,350
	5362 OPER SUPPLIES/FIRE	\$136,835	\$136,528	\$135,000	\$139,050	\$139,050
	5363 DPW VEHICLES	\$85,391	\$106,303	\$134,200	\$138,226	\$138,226
	5380 MIN APPARATUS/TOOLS	\$27,669	\$9,245	\$8,000	\$8,000	\$8,000
	5430 OTH EQUIP	\$69,294	\$1,687	\$5,000	\$7,500	\$7,500
	5710 TRAVEL	\$0	\$44	\$500	\$500	\$500
	5715 PROFESSIONAL DEV	\$0	\$0	\$2,000	\$2,000	\$2,000
	5716 LICENSES & CONTINUING ED	\$200	\$0	\$2,000	\$2,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	<u>\$0</u>	<u>\$0</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
	SUBTOTAL	<u>\$450,407</u>	<u>\$412,980</u>	<u>\$460,200</u>	<u>\$466,426</u>	<u>\$466,426</u>
	TOTAL VEHICLE MAINTENANCE	\$774,878	\$754,794	\$804,832	\$841,891	\$828,891

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

Position Classification	FTE FY2021	FTE FY2022	FTE FY2023	REQ FY2024	TMREC FY2024	TMREC FY2024
SEWER						
Projects Engineer Coordinator	1.0	1.0	1.0	1.0	1.0	97,702
GIS Coordinator *						21,993
Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	61,412
Working Foreman	1.0	1.0	1.0	1.0	1.0	86,114
Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	69,562
SEWER TOTAL	4.0	4.0	4.0	4.0	4.0	336,783

Position Classification	FTE FY2021	FTE FY2022	FTE FY2023	REQ FY2024	TMREC FY2024	TMREC FY2024
WATER						
Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	123,704
Water Dist & Waste Collection Supervisor	1.0	1.0	1.0	1.0	1.0	122,369
General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	111,975
GIS Coordinator *						21,993
Lab Dir/Environmental Compliance Coord	1.0	1.0	1.0	1.0	1.0	109,137
Chemist	1.0	1.0	1.0	1.0	1.0	97,209
Civil Engineer	1.0	1.0				
Staff Engineer			1.0	1.0	1.0	84,968
W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	66,974
Office Assistant III	2.0	2.0	2.0	2.0	2.0	135,759
WTF Operator	7.0	7.0	5.0	5.0	5.0	386,739
WTF Station OIT			2.0	2.0	2.0	133,774
Licensed Maintenance/Grd Eq Op II	3.0	3.0	2.0	2.0	2.0	137,786
Maintenance Specialist	1.0	1.0	2.0	2.0	2.0	127,652
Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	66,538
Water Meter Reader	1.0	1.0	1.0	1.0	1.0	64,153
Custodian	1.0	1.0	1.0	1.0	1.0	57,447
WTP Foreman Stipend						4,507
WATER TOTAL	23.0	23.0	23.0	23.0	23.0	1,852,684

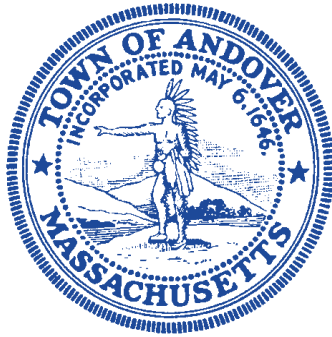
DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

SEWER ENTERPRISE FUND		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
70001	SEWER ENTERPRISE FUND SALARIES					
5110	REGULAR WAGES	\$303,188	\$301,501	\$317,623	\$337,583	\$337,583
5120	OVERTIME	\$27,334	\$22,005	\$40,250	\$41,357	\$41,357
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$330,522	\$323,506	\$357,873	\$378,940	\$378,940
70002	SEWER ENTERPRISE FUND EXPENSES					
5211	ELECTRICITY	\$109,344	\$134,184	\$120,750	\$150,000	\$150,000
5213	NATURAL GAS	\$437	\$504	\$2,000	\$1,000	\$1,000
5220	TELEPHONE	\$2,316	\$2,408	\$2,500	\$2,750	\$2,750
5225	POSTAGE	\$11,461	\$12,000	\$14,520	\$16,698	\$16,698
5268	PROF SERVICES	\$0	\$27,500	\$0	\$25,000	\$25,000
5270	PRINTING	\$3,865	\$5,000	\$6,000	\$6,900	\$6,900
5294	CLOTHING ALLOWANCE	\$926	\$800	\$1,000	\$2,000	\$2,000
5295	OTHR SVCS	\$118,570	\$278,177	\$150,000	\$154,500	\$154,500
5323	CHEMICALS	\$0	\$0	\$9,000	\$11,025	\$11,025
5330	SUPPLIES/BUILDING	\$762	\$427	\$4,000	\$4,120	\$4,120
5335	FUEL OIL	\$3,463	\$2,992	\$8,000	\$8,240	\$8,240
5360	REPAIR PARTS/EQUIP	\$0	\$31,258	\$25,000	\$25,750	\$25,750
5380	MIN APPARATUS/TOOLS	\$0	\$0	\$600	\$618	\$618
5410	MACHINERY/EQUIP	\$0	\$0	\$50,000	\$51,500	\$51,500
5500	GIS	\$3,255	\$7,453	\$10,000	\$10,300	\$10,300
5504	TECHNOLOGY	\$425	\$0	\$15,000	\$0	\$0
5600	GTR LAWRENCE SANITARY	\$1,837,336	\$1,814,852	\$2,514,711	\$2,745,324	\$2,745,324
5703	INSURANCE DEDUCTIBLE	\$11,550	\$20,001	\$20,000	\$20,000	\$20,000
5753	MUNICIPAL SERVICES FACILITY	\$0	\$0	\$0	\$0	\$0
5715	PROF DEV	\$0	\$0	\$0	\$0	\$0
5950	OPEB	\$68,500	\$24,432	\$25,043	\$25,073	\$25,073
	SUBTOTAL	\$2,172,210	\$2,361,988	\$2,978,124	\$3,260,798	\$3,260,798
	SEWER DEBT SERVICE					
5743	SEWER PRINCIPAL	\$0	\$1,813,700	\$1,402,000	\$1,171,500	\$1,352,500
57431	SEWER INTEREST	\$0	\$276,785	\$200,416	\$156,003	\$205,728
	SUBTOTAL	\$0	\$2,090,485	\$1,602,416	\$1,327,503	\$1,558,228
	TOTAL SEWER ENTERPRISE FUND	\$2,502,732	\$4,775,979	\$4,938,413	\$4,967,241	\$5,197,966

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

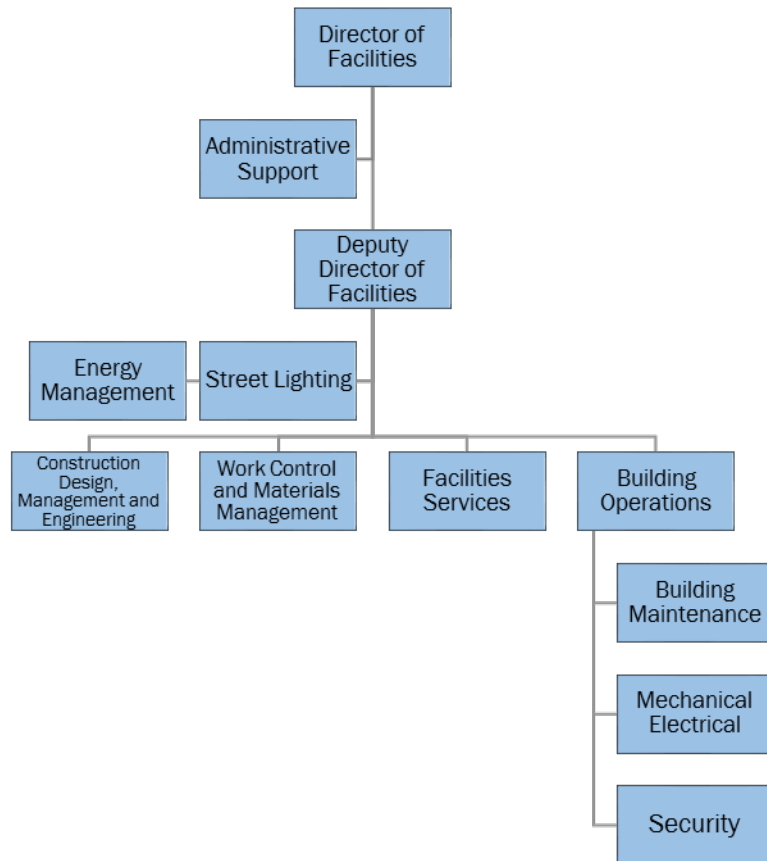
WATER ENTERPRISE FUND		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
71001	WATER ENTERPRISE FUND SALARIES					
5110	REGULAR WAGES	\$1,686,232	\$1,662,236	\$1,773,272	\$1,855,884	\$1,855,884
	NEW POSITIONS - OPERATORS	\$0	\$0	\$0	\$142,800	\$0
	NEW POSITIONS - OIT				\$64,260	\$0
5120	OVERTIME	\$561,253	\$529,311	\$525,000	\$539,438	\$539,438
5130	PART-TIME	\$0	\$0	\$0	\$0	\$0
5140	SEASONAL	\$24,489	\$27,723	\$45,000	\$0	\$0
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$2,271,974	\$2,219,270	\$2,343,272	\$2,602,382	\$2,395,322
71002	WATER ENTERPRISE FUND EXPENSES					
5211	ELECTRICITY	\$1,404,667	\$1,213,705	\$1,485,225	\$1,708,009	\$1,708,009
5213	NATURAL GAS/OIL	\$60,970	\$64,356	\$70,000	\$80,500	\$80,500
5220	TELEPHONE	\$39,869	\$39,467	\$50,000	\$50,000	\$50,000
5225	POSTAGE	\$11,516	\$12,008	\$14,520	\$16,698	\$16,698
5250	ADVERTISING	\$2,352	\$1,862	\$1,000	\$0	\$0
5268	PROFESSIONAL SERVICES	\$28,500	\$83,410	\$75,000	\$86,250	\$86,250
5270	PRINTING	\$12,543	\$15,093	\$11,000	\$12,650	\$12,650
5285	MAINT REP/OTHER EQUIP	\$395,263	\$311,643	\$323,400	\$371,910	\$371,910
5294	CLOTHING ALLOWANCE	\$5,764	\$6,078	\$8,550	\$7,000	\$7,000
5295	OTHR SVCS	\$616,122	\$658,816	\$378,125	\$419,469	\$419,469
5310	OFFICE SUPPLIES	\$7,490	\$5,712	\$12,000	\$12,360	\$12,360
5323	CHEMICALS	\$524,221	\$528,721	\$660,000	\$1,150,000	\$1,150,000
5324	WATER LAB SUPP/EQUIP	\$132,344	\$104,299	\$125,000	\$155,000	\$155,000
5325	WATER CONSERVATION	\$0	\$0	\$10,000	\$10,300	\$10,300
5330	SUPPLIES/BUILDING	\$21,546	\$19,040	\$17,000	\$17,510	\$17,510
5335	FUEL OIL	\$4,231	\$4,878	\$12,000	\$13,200	\$13,200
5350	SUPPLIES/EQUIPMENT	\$44,717	\$51,068	\$175,000	\$180,250	\$180,250
5355	AUTOMOTIVE FUEL	\$24,922	\$45,652	\$40,000	\$60,000	\$60,000
5360	REPAIR PARTS/EQUIP	\$37,598	\$16,954	\$157,500	\$187,225	\$187,225
5364	REPAIRS/WATER VEHICLES	\$28,901	\$30,583	\$50,000	\$51,500	\$51,500
5380	MIN APPARATUS/TOOLS	\$0	\$12,691	\$5,000	\$5,150	\$5,150
5395	OTHER COMMODITIES	\$19,520	\$42,379	\$40,000	\$41,200	\$41,200
5410	MACHINERY/EQUIP	\$0	\$15,152	\$20,000	\$20,600	\$20,600
5500	GIS	\$0	\$7,500	\$15,000	\$15,000	\$15,000
5504	TECHNOLOGY	\$425	\$0	\$0	\$0	\$0
5703	INSURANCE DEDUCTIBLE	\$10,000	\$0	\$10,000	\$10,000	\$10,000
5710	TRAVEL IN-STATE	\$11	\$884	\$1,000	\$1,000	\$1,000
5715	PROFESSIONAL DEVELOPMENT	\$3,730	\$4,506	\$10,000	\$10,000	\$10,000
5716	LICENSES/CEU'S	\$5,683	\$7,791	\$10,000	\$1,000	\$1,000
5730	DUES/SUBSCRIPTIONS	\$24,564	\$27,412	\$16,000	\$16,000	\$16,000
5753	MUNICIPAL SERVICES FACILITY	\$0	\$0	\$0	\$0	\$0
5509	MCWT ADMIN FEE	\$0	\$7,486	\$29,950	\$29,950	\$29,950
5760	COURT JUDGEMENT	\$0	\$92,558	\$0	\$0	\$0
5954	EMERGENCY REPAIRS	\$0	\$0	\$0	\$0	\$0
5950	OPEB	\$342,000	\$91,543	\$93,832	\$95,911	\$95,911
	SUBTOTAL	\$3,809,469	\$3,523,247	\$3,926,102	\$4,835,642	\$4,835,642
	WATER ENTERPRISE FUND DEBT SERVICE *					
5742	WATER PRINCIPAL	\$0	\$2,139,537	\$2,734,985	\$2,913,980	\$2,913,980
57421	WATER INTEREST	\$0	\$684,230	\$1,031,487	\$974,603	\$974,603
573202	WATER SHORT-TERM INTEREST	\$0	\$6,137	\$35,000	\$35,000	\$35,000
	SUBTOTAL	\$0	\$2,829,904	\$3,801,472	\$3,923,583	\$3,923,583
	TOTAL WATER ENTERPRISE FUND	\$6,081,443	\$8,572,421	\$10,070,846	\$11,361,607	\$11,154,547

DEPARTMENT OF FACILITIES



Mission Statement

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



DEPARTMENT OF FACILITIES

Department Description

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

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

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

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 Building. Custodial cleaning supplies and equipment are procured by this division, and staff also support the Facilities Coordinator and scheduling function by providing custodial services during the rental of Town spaces.

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.

DEPARTMENT OF FACILITIES

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

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

FY2024 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.

DEPARTMENT OF FACILITIES

Building Operations

- Improve safety and communications with enhancements to fire alarms, strobes, speakers and intercoms.
- 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 FY2024.

DEPARTMENT OF FACILITIES

<u>Position Classification</u>	<u>FTE FY2021</u>	<u>FTE FY2022</u>	<u>FTE FY2023</u>	<u>REQ FY2024</u>	<u>TMREC FY2024</u>	<u>TMREC FY2024</u>
FACILITIES						
<u>ADMINISTRATION</u>						
Director of Facilities	1.0	1.0	1.0	1.0	1.0	148,541
Deputy Director	1.0	1.0	1.0	1.0	1.0	115,316
Project Manager	1.0	1.0	1.0	1.0	1.0	112,681
Building Operations Manager (1)	1.0	1.0	1.0	1.0	1.0	108,843
Materials Coordinator	1.0	1.0	1.0	1.0	1.0	87,688
Energy/Project Manager	1.0	1.0	1.0			
Mechanical Engineer/Project Manager				1.0	1.0	90,261
Executive Secretary	1.0	1.0	1.0	1.0	1.0	73,992
Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	70,519
Unclassified						10,000
(1) - Positions moved from Facilities Mechanical/Electrical	8.0	8.0	8.0	8.0	8.0	817,841
<u>FACILITIES SERVICES</u>						
Facilities Coordinator (Moved to DPW Business Office FY19)						
Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	85,286
Custodian	8.0	8.0	9.0	9.0	9.0	517,826
Custodian (2 part-time)						
	9.0	9.0	10.0	10.0	10.0	603,112
<u>BUILDING MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	80,760
Security Systems Technician (FY23 Move to Facilities M&E)	1.0	1.0				
Carpenter						
Carpenter	3.0	3.0	3.0	3.0	3.0	212,742
Painter I						
Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	62,290
Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	29,758
	6.5	6.5	5.5	5.5	5.5	385,550
<u>MECHANICAL/ELECTRICAL</u>						
Energy/Project Manager (FY20 Move to Administration)						
Working Foreman-HVAC	1.0	1.0	1.0	1.0	1.0	86,114
Working Foreman-Electrical						84,458
Electricians/HVAC Mechanic	3.0	3.0	3.0	3.0	3.0	153,769
Plumber	1.0	1.0	1.0	1.0	1.0	77,103
Security Systems Technician (FY23 Moved from Facilities Bldg Maint)			1.0	1.0	1.0	77,859
Maintenance Mechanic-HVAC & Mechanical			1.0	1.0	1.0	70,083
Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	75,872
Refrigeration Apprentice	1.5	2.0	1.0	1.0	1.0	64,915
Preventive Maintenance Mechanic (FY20 Move to Admin)						
	7.5	8.0	9.0	9.0	9.0	690,173
GRAND TOTAL	31.0	31.5	32.5	32.5	32.5	2,496,676

DEPARTMENT OF FACILITIES

FACILITIES		FY2021	FY2022	FY2023	FY2024	FY2024
		ACTUAL	ACTUAL	BUDGET	DEPT REC	TM REC
MAINTENANCE ADMINISTRATION						
	PERSONAL SERVICES	757,613	783,824	783,130	831,767	839,185
	OTHER EXPENSES	59,686	66,901	80,350	77,350	77,350
	TOTAL MAINTENANCE ADMIN	817,299	850,725	863,480	909,117	916,535
FACILITIES SERVICES						
	PERSONAL SERVICES	554,902	610,856	655,838	688,112	688,112
	OTHER EXPENSES	267,042	349,972	345,500	364,250	364,250
	FROM SALE OF SERVICE	(42,980)	(87,673)	(48,000)	(40,000)	(40,000)
	TOTAL FACILITIES SERVICES	778,964	873,155	953,338	1,012,362	1,012,362
FACILITIES TOWN BUILDING MAINTENANCE						
	PERSONAL SERVICES	443,231	472,617	419,087	436,229	436,229
	OTHER EXPENSES	314,467	296,097	357,000	336,500	336,500
	TOTAL TOWN BUILDING MAINTENANCE	757,698	768,714	776,087	772,729	772,729
FACILITIES TOWN MECHANICAL/ELECTRICAL						
	PERSONAL SERVICES	588,111	601,378	734,036	768,604	768,604
	OTHER EXPENSES	490,128	541,232	497,000	583,300	583,300
	TOTAL TOWN MECHANICAL/ELECTRICAL	1,078,239	1,142,610	1,231,036	1,351,904	1,351,904
FACILITIES STREET LIGHTING						
	STREET LIGHTING EXPENSES	67,551	109,533	75,000	85,000	85,000
	TOTAL STREET LIGHTING	67,551	109,533	75,000	85,000	85,000
TOTAL FACILITIES						
	SALARIES	2,343,857	2,468,675	2,592,091	2,724,712	2,732,130
	EXPENSES	1,198,874	1,363,735	1,354,850	1,446,400	1,446,400
		3,542,731	3,832,410	3,946,941	4,171,112	4,178,530
	FROM SALE OF SERVICE	(42,980)	(87,673)	(48,000)	(40,000)	(40,000)
	TOTAL FACILITIES	3,499,751	3,744,737	3,898,941	4,131,112	4,138,530

DEPARTMENT OF FACILITIES

FACILITIES ADMINISTRATION		FY2021	FY2022	FY2023	FY2024	FY2024
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011861	MAINTENANCE ADMIN SALARIES					
5110	REG WAGES	\$742,211	\$760,623	\$762,130	\$810,767	\$818,185
5120	OVERTIME	\$15,402	\$23,201	\$18,000	\$18,000	\$18,000
5140	SEASONAL	\$0	\$0	\$3,000	\$3,000	\$3,000
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$757,613	\$783,824	\$783,130	\$831,767	\$839,185
011862	MAINTENANCE ADMIN EXPENSES					
5220	TELEPHONE	\$16,688	\$16,850	\$18,000	\$18,000	\$18,000
5255	SOFTWARE SUPPORT	\$26,627	\$29,380	\$28,000	\$30,000	\$30,000
5270	PRINTING	\$275	\$228	\$400	\$400	\$400
5291	RENT EQUIP	\$1,836	\$2,000	\$2,700	\$2,700	\$2,700
5294	CLOTHING ALLOWANCE	\$150	\$0	\$750	\$750	\$750
5295	OTHR SVCS	\$2,182	\$4,964	\$8,000	\$5,000	\$5,000
5310	OFFICE SUP	\$3,742	\$2,322	\$6,000	\$5,000	\$5,000
5420	OFF EQUIP	\$1,504	\$779	\$4,000	\$2,000	\$2,000
5710	TRAVEL	\$35	\$0	\$500	\$500	\$500
5715	PROFESSIONAL DEVELOPMENT	\$4,577	\$668	\$4,000	\$4,000	\$4,000
5716	LICENSES & CONTINUING ED	\$424	\$9,585	\$6,000	\$7,000	\$7,000
5730	DUES/SUBSCRIPTIONS	\$1,646	\$125	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$59,686	\$66,901	\$80,350	\$77,350	\$77,350
	TOTAL FACILITIES ADMINISTRATION	\$817,299	\$850,725	\$863,480	\$909,117	\$916,535

FACILITIES SERVICES		FY2021	FY2022	FY2023	FY2024	FY2024
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011851	FACILITIES SERVICES SALARIES					
5110	REG WAGES	\$484,878	\$517,899	\$519,526	\$603,112	\$603,112
	NEW POSITION REQUEST		\$0	\$51,312	\$0	\$0
5120	OVERTIME	\$69,150	\$71,261	\$65,000	\$65,000	\$65,000
5150	RENTAL OVERTIME	\$874	\$21,696	\$20,000	\$20,000	\$20,000
5130	PART TIME	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$554,902	\$610,856	\$655,838	\$688,112	\$688,112
011852	FACILITIES SERVICES EXPENSES					
5211	ELECTRICITY	\$128,818	\$191,803	\$170,000	\$195,000	\$195,000
5213	NATURAL GAS	\$73,344	\$74,246	\$90,000	\$85,000	\$85,000
5294	CLOTHING ALLOWANCE	\$5,217	\$4,992	\$5,000	\$6,000	\$6,000
5295	OTHR SVCS	\$416	\$1,054	\$5,000	\$8,000	\$8,000
5310	OFFICE SUP	\$111	\$0	\$500	\$500	\$500
5330	OPERATING SUPPLIES	\$36,020	\$30,851	\$40,000	\$35,000	\$35,000
5355	FUEL OIL	\$0	\$0	\$6,000	\$0	\$0
5355	AUTOMOTIVE FUEL	\$11,863	\$18,362	\$15,000	\$22,000	\$22,000
5410	MACH/EQUIP	\$11,253	\$8,724	\$10,000	\$10,000	\$10,000
5420	OFF EQUIP	\$0	\$0	\$1,500	\$500	\$500
5715	PROFESSIONAL DEV	\$0	\$240	\$1,000	\$1,000	\$1,000
5716	LICENSES & CEU'S	\$0	\$0	\$1,000	\$1,000	\$1,000
5717	MILEAGE	\$0	\$0	\$0	\$0	\$0
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$250	\$250
5770	CUSTODIAL SERVICES	\$0	\$19,700	\$0	\$0	\$0
	SUBTOTAL	\$267,042	\$349,972	\$345,500	\$364,250	\$364,250
011851	FACILITIES SERVICES SALARIES					
5811	FROM SALE OF SERVICE	\$ (34,980)	\$ (87,673)	\$ (40,000)	\$ (40,000)	\$ (40,000)
	AYF GIFT	\$ (8,000)	\$ -	\$ (8,000)	\$ -	\$ -
	SUBTOTAL	\$ (42,980)	\$ (87,673)	\$ (48,000)	\$ (40,000)	\$ (40,000)
	TOTAL FACILITIES SERVICES	\$778,964	\$873,155	\$953,338	\$1,012,362	\$1,012,362

DEPARTMENT OF FACILITIES

FACILITIES TOWN BUILDING MAINTENANCE		FY2021	FY2022	FY2023	FY2024	FY2024
PUBLIC FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011881	T-BLDG MAINT SALARIES					
5110	REG WAGES	\$394,708	\$412,366	\$342,524	\$357,814	\$357,814
5120	OVERTIME	\$26,180	\$35,543	\$42,500	\$42,500	\$42,500
5130	PART TIME	\$21,455	\$24,708	\$29,063	\$30,915	\$30,915
5140	SEASONAL	\$888	\$0	\$5,000	\$5,000	\$5,000
5152	SPECIAL EVENT OVERTIME	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$443,231	\$472,617	\$419,087	\$436,229	\$436,229
011882	T-BLDG MAINT EXPENSES					
5288	MAINT/REP INVENTORY	\$11,402	\$8,898	\$35,000	\$30,000	\$30,000
5291	RENT EQUIP	\$1,500	\$1,816	\$2,000	\$2,000	\$2,000
5294	CLOTHING ALLOWANCE	\$2,574	\$2,596	\$5,500	\$5,000	\$5,000
5295	OTHR SVCS	\$180,643	\$192,739	\$200,000	\$195,000	\$195,000
5340	REP/PARTS/BUILDINGS	\$90,936	\$65,497	\$0	\$0	\$0
5350	REP/PARTS/SECURITY	\$24,291	\$18,102	\$100,000	\$90,000	\$90,000
5380	MIN APPARATUS/TOOLS	\$2,587	\$5,227	\$5,500	\$5,500	\$5,500
5410	MACHINERY/EQUIP	\$0	\$248	\$2,500	\$2,500	\$2,500
5710	TRAVEL	\$0	\$0	\$500	\$500	\$500
5715	PROFESSIONAL DEV	\$0	\$160	\$2,500	\$2,500	\$2,500
5716	LICENSES & CONTINUING ED	\$534	\$814	\$3,000	\$3,000	\$3,000
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$500	\$500
	SUBTOTAL	\$314,467	\$296,097	\$357,000	\$336,500	\$336,500
	TOTAL TOWN BUILDING MAINTENANCE	\$757,698	\$768,714	\$776,087	\$772,729	\$772,729

FACILITIES TOWN MECHANICAL/ELECTRICAL		FY2021	FY2022	FY2023	FY2024	FY2024
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011891	T-MECHANICAL/ELEC SALARIES					
5110	REG WAGES	\$489,080	\$525,220	\$661,036	\$695,604	\$695,604
5120	OVERTIME	\$76,983	\$76,026	\$68,000	\$68,000	\$68,000
5130	PART-TIME WAGES	\$3,284	\$132	\$0	\$0	\$0
5140	SEASONAL	\$18,764	\$0	\$5,000	\$5,000	\$5,000
5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$588,111	\$601,378	\$734,036	\$768,604	\$768,604
011892	T-MECHANICAL/ELEC EXPENSES					
5288	MAINT/REP INVENTORY	\$89,409	\$121,826	\$90,000	\$130,000	\$130,000
5291	RENT EQUIP	\$0	\$1,748	\$2,000	\$2,000	\$2,000
5294	CLOTHING ALLOWANCE	\$3,402	\$3,461	\$4,500	\$4,800	\$4,800
5295	OTHR SVCS	\$250,430	\$230,744	\$235,000	\$250,000	\$250,000
5350	OPER SUPP/EQUIP	\$131,605	\$168,922	\$150,000	\$175,000	\$175,000
5360	REPAIR/PARTS/EQUIP	\$31	\$1,044	\$0	\$0	\$0
5380	MIN APPARATUS/TOOLS	\$4,246	\$6,781	\$5,000	\$10,000	\$10,000
5410	MACHINERY/EQUIP	\$1,012	\$2,000	\$2,000	\$2,000	\$2,000
5710	TRAVEL	\$0	\$809	\$500	\$500	\$500
5715	PROFESSIONAL DEV	\$1,250	\$0	\$4,000	\$4,000	\$4,000
5716	LICENSES & CONTINUING ED	\$8,743	\$3,897	\$3,000	\$4,000	\$4,000
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$1,000	\$1,000	\$1,000
	SUBTOTAL	\$490,128	\$541,232	\$497,000	\$583,300	\$583,300
	TOTAL TOWN MECHANICAL/ELECT	\$1,078,239	\$1,142,610	\$1,231,036	\$1,351,904	\$1,351,904

DEPARTMENT OF FACILITIES

STREET LIGHTING		FY2021	FY2022	FY2023	FY2024	FY2024
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011922	STREET LIGHTING EXPENSES					
5211	ELECTRICITY	\$57,496	\$88,533	\$60,000	\$65,000	\$65,000
5289	MAINTENANCE	<u>\$10,055</u>	<u>\$21,000</u>	<u>\$15,000</u>	<u>\$20,000</u>	<u>\$20,000</u>
	SUBTOTAL	<u>\$67,551</u>	<u>\$109,533</u>	<u>\$75,000</u>	<u>\$85,000</u>	<u>\$85,000</u>
	TOTAL STREET LIGHTING	\$67,551	\$109,533	\$75,000	\$85,000	\$85,000

ANDOVER PUBLIC SCHOOLS



Voters

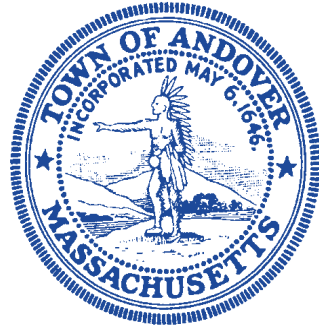
School Committee

School Superintendent

ANDOVER PUBLIC SCHOOLS

ANDOVER PUBLIC SCHOOLS		FY2021	FY2022	FY2023	FY2024	FY2024
SCHOOL		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013001	ANDOVER SCHOOL SALARIES					
	5110 REGULAR WAGES	\$72,149,779	\$74,804,039	\$77,899,943	\$79,732,107	\$79,732,107
	SUBTOTAL	\$72,149,779	\$74,804,039	\$77,899,943	\$79,732,107	\$79,732,107
013002	ANDOVER SCHOOL EXPENSES					
	5700 UNCLASSIFIED EXP	\$17,627,863	\$17,789,414	\$17,226,948	\$18,994,817	\$18,994,817
	SUBTOTAL	\$17,627,863	\$17,789,414	\$17,226,948	\$18,994,817	\$18,994,817
	TOTAL ANDOVER SCHOOL	\$89,777,642	\$92,593,452	\$95,126,891	\$98,726,924	\$98,726,924

SECTION 5



FIXED AND UNCLASSIFIED EXPENSES

TECHNICAL SCHOOLS

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

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

TECHNICAL SCHOOLS		FY2021	FY2022	FY2023	FY2024	FY2024
TECHNICAL SCHOOLS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013012	TECHNICAL SCHOOL EXPENSES					
	5295 OTHER CHGS/SERVICES	\$768,834	\$1,072,920	\$1,274,000	\$1,312,220	\$1,312,220
TOTAL	SUBTOTAL	\$768,834	\$1,072,920	\$1,274,000	\$1,312,220	\$1,312,220
	TOTAL TECHNICAL SCHOOLS	\$768,834	\$1,072,920	\$1,274,000	\$1,312,220	\$1,312,220

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		FY2021	FY2022	FY2023	FY2024	FY2024
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017102	NON-EXEMPT DEBT SERVICE PRINCIPAL					
5741	SCHOOL LOANS	\$1,748,000	\$1,736,700	\$2,643,250	\$2,827,317	\$2,827,317
5742	WATER LOANS *	\$1,953,391	\$0	\$0	\$0	\$0
5743	SEWER LOANS *	\$1,890,000	\$0	\$0	\$0	\$0
5744	STREET LOANS	\$260,000	\$265,200	\$539,300	\$619,300	\$619,300
5745	MUNICIPAL BLDGS LOANS	\$1,544,750	\$1,720,600	\$2,031,400	\$1,921,909	\$1,921,909
5746	PUBLIC SAFETY LOANS	\$239,000	\$280,000	\$267,000	\$272,500	\$272,500
5747	LAND ACQ LOANS	\$415,000	\$415,000	\$450,000	\$482,000	\$482,000
5737	PENSION OBLIGATION PRINCIPAL	\$0	\$0	\$3,377,500	\$4,027,500	\$4,027,500
5749	OTHER MUN PURPOSES	\$139,757	\$140,403	\$141,064	\$141,739	\$141,739
	SUBTOTAL	\$8,189,898	\$4,557,903	\$9,449,514	\$10,292,265	\$10,292,265
017112	EXEMPT DEBT SERVICE PRINCIPAL					
5737	PENSION OBLIGATION PRINCIPAL	-	\$0	\$3,377,500	\$4,027,500	\$4,027,500
5741	SCHOOL LOANS	\$2,195,000	\$2,037,000	\$2,115,000	\$1,859,500	\$1,859,500
5746	PUBLIC SAFETY LOANS	\$531,250	\$255,600	\$23,300	\$23,400	\$23,400
	SUBTOTAL	\$2,726,250	\$2,292,600	\$5,515,800	\$5,910,400	\$5,910,400
	TOTAL DEBT PRINCIPAL	\$10,916,148	\$6,850,503	\$14,965,314	\$16,202,665	\$16,202,665
DEBT INTEREST		FY2021	FY2022	FY2023	FY2024	FY2024
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017502	NON-EXEMPT DEBT SERVICE INTEREST					
5732	INT ON BANS NON-EXEMPT	\$26,164	\$18,953	\$80,000	\$80,000	\$80,000
573202	BANS NON-EXEMPT WATER	\$2,192	\$0	\$0	\$0	\$0
5739	BOND ISSUE EXPENSE	\$3,885	\$799	\$105,000	\$105,000	\$105,000
5741	SCHOOL LOANS	\$667,305	\$639,006	\$767,150	\$596,616	\$596,616
5742	WATER LOANS *	\$769,522	\$0	\$0	\$0	\$0
5743	SEWER LOANS *	\$332,220	\$0	\$0	\$0	\$0
5744	STREET LOANS	\$76,018	\$73,370	\$185,052	\$59,160	\$59,160
5745	MUNICIPAL BLDGS LOANS	\$1,132,644	\$1,272,336	\$1,421,995	\$1,115,141	\$1,115,141
5746	PUBLIC SAFETY LOANS	\$80,409	\$103,264	\$95,075	\$71,190	\$71,190
5747	LAND ACQ LOANS	\$113,721	\$96,926	\$185,633	\$145,273	\$145,273
5737	PENSION OBLIGATION	\$53,206	\$0	\$2,285,146	\$1,633,898	\$1,633,898
5749	OTHER MUN PURPOSES	\$0	\$48,555	\$43,827	\$39,419	\$39,419
5749	OTHER MUN PURPOSES TRANSFER	\$1,690,150	\$1,152,258	\$0	\$0	\$0
	SUBTOTAL	\$4,947,436	\$3,405,467	\$5,168,878	\$3,845,697	\$3,845,697
017512	EXEMPT DEBT SERVICE INTEREST					
5737	PENSION OBLIGATION	\$0	\$0	2,285,146	\$1,633,899	\$1,633,899
5741	SCHOOL LOANS	\$847,272	\$758,568	\$908,716	\$3,816,653	\$3,816,653
5746	PUBLIC SAFETY LOANS	\$27,927	\$14,370	\$5,838	\$4,720	\$4,720
	SUBTOTAL	\$875,199	\$772,938	\$3,199,700	\$5,455,272	\$5,455,272
	TOTAL DEBT INTEREST	\$5,822,635	\$4,178,405	\$8,368,578	\$9,300,969	\$9,300,969
	DEBT SERVICE EXPENSES					
	FROM CABLE FUND	\$ (189,000)	\$ -	\$ -	\$ -	\$ -
	SUBTOTAL	\$ (189,000)	\$ -	\$ -	\$ -	\$ -
	TOTAL DEBT SERVICE	\$16,738,783	\$11,028,908	\$23,333,892	\$25,503,634	\$25,503,634

DEBT SERVICE INFORMATION

Debt Analysis Tool

	AMOUNT	YEARS	2023	2024	2025	2026	2027	2028	TOTAL ALL YEARS
NON-EXEMPT DEBT									
EXISTING									
SCHOOL			2,679,449	2,477,517	2,379,794	2,291,584	2,154,079	1,932,052	22,102,186
STREET			290,352	293,461	281,701	262,174	239,006	164,878	2,026,232
MUNICIPAL FACILITIES			2,786,099	2,710,042	2,635,019	2,489,480	2,449,062	2,281,724	47,803,830
PUBLIC SAFETY			275,675	271,691	256,175	187,925	176,300	169,800	2,472,991
LAND ACQUISITION			635,633	615,273	546,693	469,682	405,794	334,097	6,745,126
PENSION OBLIGATION BONDS			5,662,645	5,661,399	5,662,953	5,661,235	5,660,529	5,661,343	101,909,225
OTHER			184,894	181,159	177,364	173,495	145,629	143,186	1,853,507
TOTAL EXISTING DEBT			12,514,747	12,210,542	11,939,699	11,535,575	11,230,399	10,687,080	184,913,097
AUTHORIZED BORROW/BORROW FY23 AND AFTER									
6403 TECHNOLOGY HARDWARE & SOFTWARE	200,000	5	49,000	47,200	45,400	43,600	41,800	-	227,000
6465 FIRE APPARATUS REPLACEMENT	360,000	5	88,200	84,960	81,720	78,480	75,240	-	408,600
6476 MULTI BAND PORTABLE RADIOS	400,000	5	98,000	94,400	90,800	87,200	83,600	-	454,000
6530 AHS DESIGN	1,500,000	5	-	-	367,500	354,000	340,500	327,000	1,702,500
6452 DOWNTOWN AMENITIES	400,000	10	58,000	56,200	54,400	52,600	50,800	49,000	499,000
6451 TOWN BRIDGE EVALUATION/MAINTENANCE	500,000	10	72,500	70,250	68,000	65,750	63,500	61,250	623,750
6459 MAJOR TOWN PROJECTS	725,000	10	105,125	101,863	98,600	95,338	92,075	88,813	904,438
6458 MINOR STORM DRAIN IMPROVEMENTS	100,000	10	14,500	14,050	13,600	13,150	12,700	12,250	124,750
6453 SIDEWALKS	950,000	10	137,750	133,475	129,200	124,925	120,650	116,375	1,185,125
6461 MAJOR SCHOOL PROJECTS	280,000	10	40,600	39,340	38,080	36,720	35,560	34,300	349,200
6449 MAJOR SCHOOL PROJECTS	90,000	10	13,050	12,645	12,240	11,835	11,430	11,025	112,275
6463 HMD ST CONSTRUCTION (Essex, Shawshen & Red Spring)	500,000	10	72,500	70,250	68,000	65,750	63,500	61,250	623,750
6468 RECONSTRUCTION/CONSTRUCTION OF SIDEWALKS	950,000	10	137,750	133,475	129,200	124,925	120,650	116,375	1,185,125
6460 TOWN & SCHOOL ENERGY INITIATIVES	100,000	10	14,500	14,050	13,600	13,150	12,700	12,250	124,750
6470 TOWN & SCHOOL ENERGY INITIATIVES	330,000	10	47,850	46,365	44,880	43,395	41,910	40,425	411,675
6478 DPW LARGE VEHICLES	400,000	10	58,000	56,200	54,400	52,600	50,800	49,000	499,000
6477 TOWN SIDEWALK PROGRAM	850,000	10	123,250	123,250	119,425	115,600	111,775	107,950	1,060,375
6479 TOWN PARKS AND PLAYGROUND IMPROVEMENTS	550,000	10	77,000	74,800	72,600	70,400	68,200	66,000	671,000
6480 MAJOR TOWN PROJECTS	1,600,000	15	178,667	173,867	169,067	164,267	159,467	154,667	2,176,000
6481 MAJOR SCHOOL PROJECTS	1,750,000	15	195,417	191,167	186,917	182,667	178,417	174,167	2,380,000
6214 LEDGE ROAD LANDFILL (Borrow FY25)	3,500,000	20	-	-	332,500	324,625	316,750	308,875	5,153,750
6214 LEDGE ROAD LANDFILL (Borrow FY26)	3,195,000	20	-	-	-	303,525	296,336	289,146	4,704,638
6471 MAJOR SCHOOL PROJECTS	975,000	20	92,625	90,431	88,238	86,044	83,850	81,656	1,445,690
6473 CONSERVATION AND LAND ACQUISITION	240,000	20	-	22,800	22,260	21,720	21,180	20,640	353,400
6474 DMS DESIGN & CONSTRUCTION	8,000,000	30	78,333	351,000	618,417	606,417	594,417	582,417	13,580,000
	-		-	-	-	-	-	-	-
	28,445,000		1,041,950	1,742,421	2,663,677	3,161,733	3,069,857	2,795,883	40,959,791
			13,556,697	13,952,963	14,603,376	14,697,308	14,300,256	13,482,963	225,872,888
ESTIMATED BORROW FY24 AND AFTER									
FR-1 FIRE APPARATUS REPLACEMENT (FY25-\$545,000)	-	5	-	-	-	133,525	128,620	123,715	618,575
FR-1 FIRE APPARATUS REPLACEMENT (FY28-\$540,000)	-	5	-	-	-	-	-	-	612,900
IT-3 INFRASTRUCTURE	300,000	5	-	-	73,500	70,800	68,100	65,400	340,500
IT-3 INFRASTRUCTURE (FY25-\$1,485,000))	-	10	-	-	-	215,325	208,643	201,960	1,852,538
IT-3 INFRASTRUCTURE (FY26-\$482,500)	-	5	-	-	-	-	118,213	113,870	547,638
DPW-7b DPW LARGE VEHICLES	455,000	20	-	-	43,225	42,201	41,178	40,154	669,988
DPW-7b DPW LARGE VEHICLES (FY25-\$858,000)	-	20	-	-	-	81,510	79,580	77,649	1,263,405
DPW-7b DPW LARGE VEHICLES (FY26-\$699,000)	-	20	-	-	-	-	66,405	64,832	1,029,278
DPW-7b DPW LARGE VEHICLES (FY27-\$494,000)	-	20	-	-	-	-	-	46,930	727,415
DPW-7b DPW LARGE VEHICLES (FY28-\$738,000)	-	20	-	-	-	-	-	-	1,086,705
FAC-5 TOWN PARKS AND PLAYGROUND IMPROVEMENTS	625,000	10	-	-	90,625	87,813	85,000	82,188	3,561,688
FAC-5 TOWN PARKS AND PLAYGROUND IMPROVEMENTS (FY25-\$2,185,000)	-	20	-	-	-	207,575	202,659	197,743	3,217,413
FAC-5 TOWN PARKS AND PLAYGROUND IMPROVEMENTS (FY26-\$950,000)	-	10	-	-	-	-	137,750	133,475	1,185,125
FAC-5 TOWN PARKS AND PLAYGROUND IMPROVEMENTS (FY27-\$3,350,000)	-	20	-	-	-	-	-	190,000	4,932,875
FAC-6 MAJOR TOWN PROJECTS	900,000	15	-	-	100,500	97,800	95,100	92,400	1,224,000
FAC-6 MAJOR TOWN PROJECTS (FY25-\$3,360,000)	-	20	-	-	-	190,000	314,700	307,140	4,947,600
FAC-6 MAJOR TOWN PROJECTS (FY26-\$825,000)	-	15	-	-	-	-	92,125	89,650	1,122,000
FAC-6 MAJOR TOWN PROJECTS (FY27-\$3,180,000)	-	20	-	-	-	-	-	190,000	1,900,000
FAC-7 TOWN/SCHOOL ENERGY INITIATIVES	470,000	10	-	-	68,150	66,035	63,920	61,805	586,325
FAC-7 TOWN/SCHOOL ENERGY INITIATIVES (FY25-\$745,000)	-	10	-	-	-	108,025	104,673	101,320	929,388
FAC-7 TOWN/SCHOOL ENERGY INITIATIVES (FY26-\$1,095,000)	-	10	-	-	-	-	158,775	153,848	1,366,013
FAC-7 TOWN/SCHOOL ENERGY INITIATIVES (FY28-\$800,000)	-	10	-	-	-	-	-	-	998,000
FR-1 FIRE APPARATUS REPLACEMENT	975,000	20	-	-	92,625	90,431	88,238	86,044	1,435,688
FR-1 FIRE APPARATUS REPLACEMENT (FY26-\$1,400,000)	-	20	-	-	-	-	133,000	129,850	2,061,500
SCH-5 MAJOR SCHOOL PROJECTS	1,125,000	15	-	-	125,625	122,250	118,875	115,500	1,530,000
SCH-5 MAJOR SCHOOL PROJECTS (FY25-\$10,575,000)	-	20	-	-	-	475,000	993,375	969,581	15,571,688
SCH-5 MAJOR SCHOOL PROJECTS (FY26-\$5,900,000)	-	20	-	-	-	-	285,000	553,750	8,687,750
SCH-5 MAJOR SCHOOL PROJECTS (FY27-\$8,250,000)	-	20	-	-	-	-	-	380,000	11,926,063
SCH-5 MAJOR SCHOOL PROJECTS (FY28-\$3,230,000)	-	20	-	-	-	-	-	-	4,756,175
	-		-	-	-	-	-	-	-
TOTAL NEW DEBT	4,850,000		-	-	594,250	1,988,290	3,583,926	4,568,803	78,978,228
			13,556,697	13,952,963	15,197,626	16,685,598	17,884,182	18,051,766	304,851,116
GRAND TOTAL (Net of Cable Funds)			13,556,697	13,952,963	15,197,626	16,685,598	17,884,182	18,051,766	225,872,888
GRAND TOTAL			13,556,697	13,952,963	15,197,626	16,685,598	17,884,182	18,051,766	225,872,888

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
EXEMPT DEBT									
SCHOOL									
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	12/22/11	3,361,700	-	-	-	-	-	318,543.75
BANCROFT FEASIBILITY	ART 59, 2009	12/22/11	162,000	11,275.00	6,100.00	5,971.88	5,837.51	5,693.76	67,637.55
MIDDLE/EL SCHOOL Refi NC	ART 9, 2000	12/19/12	1,500,000	154,000.00	148,400.00	142,800.00	-	-	604,800.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	14,000,000	929,250.00	901,250.00	873,250.00	845,250.00	817,250.00	9,109,625.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	13,055,000	916,312.50	883,562.50	845,812.50	826,312.50	806,812.50	9,630,812.50
BANCROFT SCHOOL	ART 1, 2013	3/6/14	2,435,000	168,150.00	162,150.00	156,150.00	152,550.00	148,950.00	1,774,950.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	100,000	6,962.50	6,762.50	6,562.50	6,412.50	6,262.50	79,637.50
BANCROFT SCHOOL	ART 1, 2013	6/19/15	779,000	54,887.50	53,287.50	51,687.50	50,487.50	49,287.50	603,162.50
BANCROFT SCHOOL	ART 3, 2010	12/15/16	967,000	72,450.00	70,700.00	68,700.00	66,700.00	64,950.00	901,525.00
WEST EL/SHAWSHOEN PRE-SCHOOL	ART 15 2021	12/16/21	6,695,000	318,456.26	316,581.26	319,331.26	316,706.26	318,706.26	9,528,774.85
WEST ELEMENTARY/SHAWSHOEN PRE-SCHOOL	ART 15, 2021	7/28/22	46,914,500	3,044,408.96	2,822,325.00	2,823,075.00	2,821,825.00	2,823,450.00	84,907,083.96
TOTAL SCHOOL	017112-5741			5,676,152.72	5,371,118.76	5,293,340.64	5,092,081.27	5,041,362.52	117,526,552.61
PENSION OBLIGATION BONDS			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
TOTAL PENSION OBLIGATION BONDS				5,661,398.44	5,662,952.63	5,661,234.81	5,660,528.68	5,661,342.62	101,909,219.17
PUBLIC SAFETY									
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	80,000	5,100.00	-	-	-	-	10,400.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	425,000	23,020.00	22,100.00	21,180.00	20,260.00	19,340.00	139,577.50
TOTAL PUBLIC SAFETY CENTER	017112-5746			28,120.00	22,100.00	21,180.00	20,260.00	19,340.00	149,977.50
TOTAL EXEMPT				11,365,671.16	11,056,171.39	10,975,755.45	10,772,869.95	10,722,045.14	219,585,748.28
PUBLIC SERVICE ENTERPRISES									
WATER DEBT									
WATER TREATMENT PLANT	ART 42, 2002	12/22/11	473,000	43,483.75	-	-	-	-	89,957.50
WATER SYSTEM	ART 20, 2003	12/15/11	997,400	93,035.00	-	-	-	-	191,173.75
WATER MAINS REFINANCED	ART 43, 2002	12/19/12	235,050	21,175.00	19,788.00	-	-	-	62,940.00
WATER SYSTEM	ART 20, 2008	10/15/06	1,000,000	57,000.00	55,000.00	53,000.00	51,000.00	-	274,975.00
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	4,666,635	283,575.89	283,576.13	283,576.45	283,575.68	-	1,417,880.02
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	634,717	38,370.31	38,370.86	38,370.38	38,370.59	38,370.20	268,594.26
WATER SYSTEM	ART 20, 2003	12/1/07	1,472,000	82,862.50	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	59,187.50	57,187.50	55,156.25	53,093.75	51,031.25	336,843.75
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	250,000	12,437.50	12,200.00	11,943.75	11,675.00	11,387.50	114,825.00
WATER MAINS	ART 31, 2010	12/19/12	500,000	33,187.50	32,187.50	31,187.50	30,187.50	29,187.50	325,343.76
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	500,000	35,031.26	33,781.26	32,531.26	31,781.26	31,031.26	369,781.32
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	1,439,000	98,087.50	94,587.50	91,087.50	88,987.50	86,887.50	1,035,387.50
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	500,000	52,500.00	-	-	-	-	107,500.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	1,000,000	70,062.50	67,562.50	65,062.50	63,562.50	62,062.50	739,562.50
GAC REPLACEMENT	ART 33, 2010	3/6/14	110,000	10,500.00	-	-	-	-	21,500.00
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012	6/19/15	500,000	54,000.00	52,000.00	-	-	-	162,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	500,000	54,000.00	52,000.00	-	-	-	162,000.00
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016	6/19/15	500,000	54,000.00	52,000.00	-	-	-	162,000.00
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014	6/19/15	500,000	54,000.00	52,000.00	-	-	-	162,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	340,000	32,400.00	31,200.00	-	-	-	102,400.00
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	1,375,800	153,065.00	148,340.00	142,940.00	133,620.00	-	740,155.00
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	1,308,000	120,300.00	110,925.00	106,675.00	102,425.00	99,025.00	1,121,025.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	464,300	40,650.00	39,150.00	37,650.00	36,150.00	34,950.00	391,950.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	276,800	26,350.00	25,350.00	24,350.00	23,550.00	22,550.00	229,925.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	464,300	40,650.00	39,150.00	37,650.00	36,150.00	34,950.00	391,950.00
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	93,500	6,775.00	6,525.00	6,275.00	6,025.00	5,825.00	65,325.00
WATER MAIN REPLACEMENT	ART 41, 2016	11/15/18	500,000	42,125.00	40,875.00	39,625.00	38,375.00	37,125.00	577,500.00
WATER MAIN REPLACEMENT	ART 27, 2017	11/15/18	1,500,000	126,375.00	122,625.00	118,875.00	115,125.00	111,375.00	1,732,500.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	11/15/18	200,000	21,225.00	20,475.00	19,725.00	18,975.00	18,225.00	193,125.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	11/15/18	90,000	7,425.00	7,175.00	6,925.00	6,675.00	6,425.00	76,000.00
WTP HEATING SYSTEM	ART 38, 2017	11/15/18	100,000	12,550.00	7,175.00	6,925.00	6,675.00	6,425.00	86,500.00
WATER MAIN REPLACEMENT	ART 41, 2016	12/18/19	500,000	39,281.26	38,031.26	36,781.26	35,531.26	34,281.26	571,172.01
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	5,000,000	47,000.00	45,500.00	44,000.00	42,500.00	41,000.00	678,000.00
WATER MAIN REPLACEMENT	ART 25, 2018	12/18/19	397,000	235,687.50	228,187.50	220,687.50	213,187.50	205,687.50	3,427,031.25
WATER MAIN REPLACEMENT	ART 29, 2019	12/18/19	2,000,000	157,125.00	152,125.00	147,125.00	142,125.00	137,125.00	2,284,687.50
WTP ELECTRICAL SUBSTATION REPLACEMENT	ART 27, 2018	12/17/20	1,306,400	102,275.00	99,025.00	95,775.00	92,525.00	89,275.00	1,548,850.00
WATER MAIN REPLACEMENT (MCWT 0% INTEREST)	VARIOUS	12/16/21	4,791,300.00	156,730.00	156,965.00	157,201.00	157,437.00	157,673.00	4,635,039.00
WTP ELECTRICAL SUBSTATION	ART 27, 2018	12/16/21	3,500,000	286,125.00	277,375.00	268,625.00	259,875.00	251,125.00	4,515,092.36
WATER MAIN REPLACEMENT	ART 26, 2020	12/16/21	2,757,000	228,100.00	221,100.00	214,100.00	207,100.00	200,100.00	3,555,964.03
WATER MAIN REPLACEMENT	ART 23, 2021	12/16/21	3,000,000	245,250.00	237,750.00	230,250.00	222,750.00	215,250.00	3,870,079.17
WTP GENERATOR	ART 23, 2021	12/16/21	1,000,000	81,750.00	79,250.00	76,750.00	74,250.00	71,750.00	1,290,026.39
WATER MAIN REPLACEMENT	ART 23, 2021	7/28/22	485,000	59,288.75	46,975.00	45,725.00	44,475.00	43,225.00	724,588.75
TOTAL WATER				3,474,999.72	3,163,552.51	2,823,769.10	2,741,865.79	2,204,768.22	39,284,731.07
SEWER DEBT									
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1,941,350	-	-	-	-	-	182,025.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/01	485,000	-	-	-	-	-	45,506.25
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1,495,000	141,575.00	-	-	-	-	291,356.25
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/11	1,798,550	197,193.75	-	-	-	-	398,775.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/19/12	936,650	95,214.00	87,057.00	-	-	-	286,185.00
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	10/15/06	1,000,000	57,000.00	55,000.00	53,000.00	51,000.00	-	274,975.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	10/15/06	4,002,000	228,000.00	220,000.00	212,000.00	204,000.00	-	1,099,900.00
SEWER SO MAIN ST (Betterment)	ART 35, 2004	12/1/07	1,225,000	71,025.00	68,625.00	66,187.50	63,712.50	61,237.50	404,212.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/1/07	4,458,000	259,799.98	255,899.98	246,759.36	237,478.11	193,918.74	1,452,256.15
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	12/1/07	500,000	29,593.76	28,593.76	27,578.13	26,546.88	25,515.63	168,421.92
SEWER	ART 33, 2006	3/15/09	350,000	16,305.00	15,665.00	15,025.00	14,287.58	13,652.50	104,795.08
SEWER SHAWSHOEN OUTFALL	ART 33, 2008	3/15/09	1,500,000	80,615.00	77,162.50	74,115.00	71,355.00	68,867.50	521,387.50
SEWER - DASCOMB ROAD (Betterment)	ART 36, 2007	3/15/09	200,000	10,837.50	10,412.50	9,987.50	9,562.50	9,137.50	69,912.50
SEWER KIRKLAND ROAD (Betterment)	ART 41, 2007	3/15/09	250,000	10,837.50	10,412.50	9,987.50	9,562.50	9,137.50	69,912.50
SEWER SHAWSHOEN PUMP STATION	ART 64, 2007	3/15/09	200,000	10,837.50	10,412.50	9,987.50	9,562.50	9,137.50	69,912.50
SEWER SHAWSHOEN OUTFALL	ART 33, 2008	2/24/11	300,000	19,931.26	19,331.26	18,731.26	18,131.26	17,531.26	163,087.58
SEWER	ART 46, 2010	12/22/11	225,000	12,437.50	12,200.00	11,943.75	11,675.00	11,387.50	114,825.00
SEWER MAINS	ART 51, 2001	2/24/11	200,000	13,287.50	12,887.50	12,487.50	12,087.50	11,687.50	108,725.00
SHAWSHOEN PUMPING STATION	ART 64, 2007	12/19/12	200,000	13,275.00	12,875.00	12,475.00	12,075.00	11,675.00	130,137.50
REPAIR SANITARY SEWER	ART 33, 2006	12/19/12	150,000	6,637.50	6,437.50	6,237.50	6,037.50	5,837.50	70,268.76
SEWER MAIN CONSTRUCTION	ART 51, 2008	12/19/12	300,000	19,912.50	19,312.50				

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
GENERAL FUND NON-EXEMPT									
SCHOOL DEBT									
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12	480,000	49,500.00	47,700.00	45,900.00	-	-	194,400.00
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	200,000	11,000.00	10,600.00	10,200.00	-	-	43,195.00
SCHOOL HVAC	ART 46, 2006	12/1/07	200,000	-	-	-	-	-	14,280.00
WEST EL - ASBESTOS	ART 12, 2002	12/1/07	100,000	-	-	-	-	-	5,100.00
SCHOOL RENOVATIONS	ART 17, 2006	12/1/07	250,000	-	-	-	-	-	15,300.00
SCHOOL RENOVATIONS	ART 11, 2005	12/1/07	500,000	-	-	-	-	-	30,600.00
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	865,000	47,657.50	45,810.00	43,762.50	41,817.50	39,872.50	268,420.00
SCHOOL ROOF	ART 17, 2007	3/15/09	1,480,000	84,725.00	81,225.00	77,725.00	74,225.00	50,737.50	456,657.50
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	465,000	26,440.00	25,340.00	24,240.00	18,167.50	17,322.50	138,947.50
SCHOOL ROOF	ART 15, 2007	2/15/10	1,500,000	96,800.00	93,600.00	85,500.00	82,500.00	79,500.00	614,400.00
SCHOOL REMODELING	ART 28, 2007	2/15/10	300,000	18,300.00	17,700.00	17,100.00	16,500.00	15,900.00	119,700.00
SCHOOL REPAIRS	ART 27, 2008	2/15/10	1,000,000	61,000.00	59,000.00	57,000.00	55,000.00	53,000.00	399,000.00
SCHOOL REMODELING	ART 28, 2007	2/24/11	300,000	19,275.00	18,675.00	18,075.00	17,475.00	16,875.00	142,181.26
SCHOOL REPAIRS	ART 27, 2008	2/24/11	810,000	51,400.00	49,800.00	48,200.00	46,600.00	45,000.00	379,150.00
SCHOOL REPAIRS	ART 56, 2009	2/24/11	850,000	57,606.26	55,806.26	54,006.26	52,206.26	50,406.26	419,793.82
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	2,000,000	132,875.00	128,875.00	124,875.00	120,875.00	116,875.00	1,087,250.00
SCHOOL REMODELING	ART 16, 2011	12/22/11	925,000	55,968.75	54,900.00	53,746.88	52,537.51	51,243.76	516,712.55
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	655,000	37,312.50	36,600.00	35,831.25	35,025.00	34,162.50	349,531.25
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	525,000	31,093.75	30,500.00	29,859.38	29,187.51	28,468.76	267,062.55
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	650,000	39,862.50	38,662.50	37,462.50	36,262.50	35,062.50	326,175.00
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	1,000,000	77,350.00	74,750.00	72,150.00	69,550.00	66,950.00	440,700.00
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	530,000	33,187.50	32,187.50	31,187.50	30,187.50	29,187.50	325,343.76
BANCROFT SCHOOL	ART 1, 2013	3/6/14	927,000	63,056.26	60,806.26	58,556.26	57,206.26	55,856.26	665,606.32
SCHOOL REPAIRS	ART 36, 2013	3/6/14	900,000	63,056.26	60,806.26	58,556.26	57,206.26	55,856.26	665,606.32
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	2,400,000	168,150.00	162,150.00	156,150.00	152,550.00	148,950.00	1,774,950.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	1,250,000	102,950.00	93,700.00	89,700.00	87,300.00	84,900.00	648,250.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	1,500,000	123,000.00	119,000.00	115,000.00	112,000.00	109,000.00	914,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	285,000	20,400.00	19,800.00	19,200.00	18,750.00	18,300.00	218,062.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	432,500	50,375.00	43,900.00	42,300.00	38,250.00	-	226,550.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	475,000	51,075.00	49,500.00	47,700.00	45,900.00	-	246,600.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	475,000	51,075.00	49,500.00	47,700.00	45,900.00	-	246,600.00
COLLINS CENTER FAÇADE	ART 29, 2016	12/15/17	1,700,000	127,725.00	123,475.00	119,225.00	114,975.00	111,575.00	1,685,250.00
HIGH PLAINWOODHILL AC UPGRADE	ART 45, 2017	12/15/17	449,100	54,075.00	51,825.00	49,575.00	47,325.00	40,600.00	299,725.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	360,000	42,175.00	40,425.00	38,675.00	36,925.00	35,225.00	327,650.00
COLLINS CENTER FAÇADE	ART 29, 2016	11/15/18	300,000	25,275.00	24,525.00	23,775.00	23,025.00	22,275.00	346,500.00
HIGH PLAINWOODHILL AC UPGRADE	ART 45, 2017	11/15/18	275,000	37,000.00	36,625.00	29,375.00	28,125.00	26,875.00	216,125.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	11/15/18	370,000	44,625.00	42,875.00	41,125.00	39,375.00	37,625.00	293,000.00
MAJOR SCHOOL PROJECTS	ART 36, 2018	11/15/18	722,000	72,950.00	70,450.00	67,950.00	65,450.00	62,950.00	718,500.00
SCHOOL IMPROVEMNTS - SANBORN ELEMENTARY	ART 39, 2015	12/18/19	319,000	39,450.00	37,950.00	36,450.00	34,950.00	33,450.00	290,875.00
MAJOR SCHOOL PROJECTS	ART 28, 2019	12/17/20	600,000	59,000.00	57,000.00	55,000.00	53,000.00	51,000.00	688,200.00
MAJOR SCHOOL PROJECTS	ART 22 2020	12/16/21	1,978,000	169,175.00	163,925.00	158,675.00	153,425.00	148,175.00	2,538,799.44
MAJOR SCHOOL PROJECTS	ART 38 2019	12/16/21	180,000	27,350.00	26,350.00	25,350.00	24,350.00	23,350.00	222,762.92
MAJOR SCHOOL PROJECTS	ART 23 2021	12/16/21	1,850,000	154,225.00	149,475.00	144,725.00	139,975.00	135,225.00	2,384,678.19
TOTAL SCHOOL	017102-5741			2,477,516.28	2,379,793.78	2,291,583.79	2,154,078.80	1,932,051.30	22,102,190.88

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
STREET									
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
TOTAL STREET	017102-5744			293,460.46	281,701.02	262,173.52	239,005.52	164,877.52	2,026,227.27
MUNICIPAL FACILITIES									
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	21,425.00	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	476,600.00	471,925.00	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	7,791,100.00
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	5,125.00	5,000.00	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	49,887.50	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
TOTAL MUNICIPAL FACILITIES				2,710,041.26	2,635,019.04	2,489,479.68	2,449,062.07	2,281,723.82	47,803,819.52
PENSION OBLIGATION BONDS NON-EXEMPT									
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
PUBLIC SAFETY									
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
TOTAL PUBLIC SAFETY	017102-5746			271,690.07	256,175.00	187,925.00	176,300.00	169,800.00	2,472,990.07
LAND ACQUISITION									
LAND ACQUISITION REFINANCE	ART 23, 2002	12/19/12	469,400	47,640.00	44,370.00	-	-	-	141,450.00

GENERAL INSURANCE

General Insurance

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

GENERAL INSURANCE		FY2021	FY2022	FY2023	FY2024	FY2024
INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019452	GENERAL INSURANCE					
5202	COMPREHENSIVE INS	\$496,257	\$649,008	\$604,000	\$664,400	\$664,400
5711	WORKER'S COMP	\$573,454	\$577,451	\$560,000	\$616,000	\$616,000
5975	TRANSFER TO TRUST	<u>\$156,210</u>	<u>\$27,749</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL	<u>\$1,225,921</u>	<u>\$1,254,208</u>	<u>\$1,164,000</u>	<u>\$1,280,400</u>	<u>\$1,280,400</u>
	TOTAL GENERAL INSURANCE	\$1,225,921	\$1,254,208	\$1,164,000	\$1,280,400	\$1,280,400

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.

	Beginning Balance	Appropriations	Earnings	Expenditures	Closing Balance
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
Fiscal 2013	\$42,765	\$121,000	\$109	\$148,762	\$15,112
Fiscal 2012	\$160,407	\$100,000	\$267	\$217,909	\$42,765
Fiscal 2011	\$89,596	\$204,619	\$322	\$134,130	\$160,407

UNEMPLOYMENT COMPENSATION		FY2021	FY2022	FY2023	FY2024	FY2024
UNEMPLOYMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019132	UNEMPLOYMENT COMPENSATION					
	5712 UNEMPLOYMENT COMP	\$163,147	\$160,000	\$164,000	\$168,100	\$168,100
	SUBTOTAL	\$163,147	\$160,000	\$164,000	\$168,100	\$168,100
	TOTAL UNEMPLOYMENT COMP	\$163,147	\$160,000	\$164,000	\$168,100	\$168,100

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 FY24 appropriation for employee and retiree health insurance is \$23,835,094. This budget recommendation is based on an estimated increase in plan renewal rates effective July 1, 2023.

HEALTH INSURANCE		FY2021	FY2022	FY2023	FY2024	FY2024
HEALTH INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019142	HEALTH INSURANCE EXPENSES					
5206	HEALTH INSURANCE	\$22,338,257	\$23,147,462	\$23,034,797	\$23,835,094	\$23,835,094
	SUBTOTAL	\$22,338,257	\$23,147,462	\$23,034,797	\$23,835,094	\$23,835,094
	TOTAL HEALTH INSURANCE	\$22,338,257	\$23,147,462	\$23,034,797	\$23,835,094	\$23,835,094

	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 FY2024, the Town Manager is recommending a total appropriation of \$1,933,818 from the following sources: \$732,230 from Gen. Fund (Art. 4); \$120,984 from water and sewer rates, and \$1,080,604 from health insurance savings. The appropriation is a 2.5% increase from the FY 2023 budget. The next actuarial valuation will reflect these results of these reform measures.

OPEB		FY2021	FY2022	FY2023	FY2024	FY2024	
OTHER POST EMPLOYMENT BENEFITS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR	
019152	OPEB						
	5950	FIXED COSTS	\$1,631,003	\$1,696,026	\$1,753,413	\$1,812,834	\$1,812,834
		SUBTOTAL	\$1,631,003	\$1,696,026	\$1,753,413	\$1,812,834	\$1,812,834
		TOTAL OPEB	\$1,631,003	\$1,696,026	\$1,753,413	\$1,812,834	\$1,812,834

RETIREMENT FUND

Retirement Fund

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

Addressing the Unfunded Pension Liability

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

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

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

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

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

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

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

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

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

RETIREMENT FUND

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

Town Meeting and Ballot Box Approval

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

Issuing the Pension Obligation Bond

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

RETIREMENT		FY2021	FY2022	FY2023	FY2024	FY2024
RETIREMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019112	RETIREMENT EXPENSES					
	5721 PENSION CONTRIBUTORY	\$13,610,301	\$12,897,390	\$6,253,955	\$7,124,644	\$7,124,644
	SUBTOTAL	\$13,610,301	\$12,897,390	\$6,253,955	\$7,124,644	\$7,124,644
	TOTAL RETIREMENT	\$13,610,301	\$12,897,390	\$6,253,955	\$7,124,644	\$7,124,644

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

COMPENSATION FUND / RESERVE FUND

Compensation Fund

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

COMPENSATION FUND		FY2021	FY2022	FY2023	FY2024	FY2024
COMPENSATION FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011301	COMPENSATION FUND SALARIES					
	5199 COMPENSATION PLAN	\$0	\$0	\$848,339	\$0	\$0
	SUBTOTAL	\$0	\$0	\$848,339	\$0	\$0
	TOTAL COMPENSATION FUND	\$0	\$0	\$848,339	\$0	\$0

Reserve Fund

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

RESERVE FUND		FY2021	FY2022	FY2023	FY2024	FY2024
RESERVE FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011322	RESERVE FUND EXPENSES					
	5700 UNCLASSIFIED EXP	\$0	\$0	\$200,000	\$200,000	\$200,000
	SUBTOTAL	\$0	\$0	\$200,000	\$200,000	\$200,000
	TOTAL RESERVE FUND	\$0	\$0	\$200,000	\$200,000	\$200,000

SECTION 6



REVENUE & EXPENDITURE PROJECTIONS

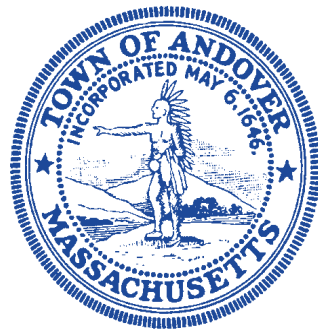
REVENUE & EXPENDITURE PROJECTIONS

	7/28/22	2/1/23	FY2024 PROJECTION	FY2025 PROJECTION	FY2026 PROJECTION	FY2027 PROJECTION	FY2028 PROJECTION	FY24 ASSUMPTIONS
REVENUE AND EXPENDITURE PROJECTIONS								
REVENUES								
PROPERTY TAXES								
Proportional Levy Limit	162,894,020	169,133,815	178,283,332	181,896,837	188,688,180	194,701,307	194,701,307	Beginning tax levy limit based on prior year full levy
Annual Increase	4,072,351	4,228,095	4,382,083	4,539,021	4,701,726	4,867,533	4,867,533	Additional 2.5% allowed by law
Certified New Growth	2,157,444	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	New growth estimate based on lbr. adjusted avg.
Unused Tax Levy Capacity	688,359	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	Unused Levy ATM 2015
Reserved Unused Levy	(2,162,645)	(2,256,399)	(2,551,252)	(2,777,202)	(3,008,016)	(3,246,688)	(3,246,688)	Unused Levy POB
TOTAL	166,112,811	172,669,933	178,785,584	184,990,879	191,392,391	197,953,543	197,953,543	
ADDITIONAL PROP 2 1/2 PROPERTY TAXES								
Debt Service Exclusion (debtmg)	27,736,844	2,841,468	2,254,313	2,172,115	1,973,811	1,973,811	1,973,811	Existing bonded projects
Less Premium Adjustment	(58,386)	(52,439)	(63,652)	(75,445)	(93,455)	(113,078)	(132,705)	Per Town Acct calculation
New West Elementary/Showheen Pre School	316,009	3,862,865	3,183,906	3,142,446	3,138,531	3,142,156	3,142,156	
Pension Obligation Bond (90% P&I)	8,656,912	5,661,399	5,662,963	5,661,235	5,661,235	5,661,343	5,661,343	
TOTAL	12,167,131	11,313,463	11,010,340	10,936,301	10,739,793	10,696,885	10,696,885	
STATE AID								
Chapter 70 Education Aid	12,167,131	12,410,474	12,698,683	12,911,857	13,170,094	13,433,496	13,433,496	Increase 2% FY24-FY28
Charter Tuition/Capital Assessment Reimbursement	147,723	147,723	147,723	147,723	147,723	147,723	147,723	Level Funded
Reserve for Direct Expenditures (C/S Offsets)	78,478	78,478	78,478	78,478	78,478	78,478	78,478	Level Funded
Veterans Benefits	19,473	19,473	19,473	19,473	19,473	19,473	19,473	Level Funded
Vet. Blind, Surv Spouse Exempt	59,985	59,985	59,985	59,985	59,985	59,985	59,985	Level Funded
State Owned Land	329,827	329,827	329,827	329,827	329,827	329,827	329,827	Level Funded
General Municipal Aid	2,099,880	15,117,278	2,153,392	2,196,572	2,240,955	2,285,515	2,285,515	Increase 2% FY24-FY28
TOTAL	14,872,497	15,157,237	15,447,672	15,743,916	16,046,885	16,354,297	16,354,297	
GENERAL LOCAL REVENUES								
Motor Vehicle Excise	5,651,834	5,736,611	5,795,977	5,851,917	5,881,917	5,910,456	5,909,544	Increase 1.5% FY24-FY28, 1%
Licenses/Permits	2,377,540	2,456,979	2,461,348	2,485,962	2,510,821	2,535,930	2,535,930	Increase 2.5% FY24, 1% FY25-FY28
Penalties/Interest	480,000	480,000	480,000	480,000	480,000	480,000	480,000	Level Fund
Fines	132,500	132,500	132,500	132,500	132,500	132,500	132,500	Level Fund
General Government	61,000	276,386	276,386	276,386	276,386	276,386	276,386	Level Fund
Fees	61,000	61,000	61,000	61,000	61,000	61,000	61,000	Level Fund
Investment Income	204,000	375,000	362,500	390,130	390,130	397,953	405,912	Increase FY24, 2% FY25-FY28
Meak Tax	666,000	684,000	704,520	704,520	717,425	717,425	709,848	Increase 3% FY24-FY28
Hotel/Motel Excise	1,135,000	1,305,250	1,331,355	1,357,982	1,385,142	1,412,845	1,412,845	FY24 Increase 15% FY25-FY28, 2%
Mastercard Reimbursement	200,000	200,000	200,000	200,000	200,000	200,000	200,000	Level Fund
Miscellaneous PLDTS	451,751	463,024	474,600	486,465	498,584	511,007	511,007	Increase 2.5%
TOTAL	11,634,191	12,150,950	12,298,386	12,448,217	12,600,448	12,755,168	12,755,168	
OFFSET LOCAL REVENUES								
Community Services	531,531	566,531	596,531	566,531	566,531	566,531	566,531	Based on avail but reserved direct exp within dept. budgets
Elder Services	106,000	106,000	106,000	106,000	106,000	106,000	106,000	
Municipal Facilities	40,000	60,000	80,000	80,000	80,000	80,000	80,000	
Spring Grove Cemetery	60,000	60,000	60,000	60,000	60,000	60,000	60,000	
Police Off-Duty Fee	70,000	70,000	70,000	70,000	70,000	70,000	70,000	
Ambulance	1,300,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	
TOTAL	2,097,531	2,622,531	2,622,531	2,622,531	2,622,531	2,622,531	2,622,531	
ENTERPRISE FUNDS								
Water and Sewer Rates and Operating Reserves	16,656,145	18,214,457	18,853,885	19,802,564	20,389,809	20,867,761	20,867,761	
TOTAL	16,656,145	18,214,457	18,853,885	19,802,564	20,389,809	20,867,761	20,867,761	
OTHER AVAILABLE FUNDS- BUDGET								
Off-Street Parking Fund (Operating Budget)	152,426	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	25,000	
TBD for Unemployment Compensation	6,000	6,000	6,000	6,000	6,000	6,000	6,000	Reserved direct expenditure within department budgets
Cemetery Perpetual Care	30,000	30,000	30,000	30,000	30,000	30,000	30,000	Cemetery Maintenance
Andover Youth Foundation	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Youth Center Exp
CD&PW Wetland fees	238,426	208,426	208,426	208,426	208,426	208,426	208,426	Wetlands
TOTAL	238,426	208,426	208,426	208,426	208,426	208,426	208,426	
OTHER AVAILABLE FUNDS- ARTICLES								
Cable Operating	429,500	429,500	429,500	429,500	429,500	429,500	429,500	
Water/Sewer Reserves Articles	560,000	300,000	300,000	300,000	300,000	300,000	300,000	Water/Sewer Projections 10/31/22
Water/Sewer Reserves Operating	1,115,958	78,952	144,970	144,970	144,970	144,970	144,970	
Overly Surplus	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
Parking Funds	-	-	-	-	-	-	-	
Elder Service Stabilization Transfer	428,794	428,794	428,794	428,794	428,794	428,794	428,794	
Debt Re-Purpose	250,000	250,000	250,000	250,000	250,000	250,000	250,000	ULO to POB Stabilization
Columbia Gas Settlement	100,000	100,000	100,000	100,000	100,000	100,000	100,000	Bond Premium Stabilization
TOTAL	2,914,252	538,952	544,970	544,970	544,970	544,970	544,970	
REBUDGET								
Capital Projects Articles	2,566,340	1,919,128	872,465	923,439	923,439	991,675	1,008,852	IT/DPW/POLICE CIP FY24-FY28
Operating Budget	1,049,952	-	-	-	-	-	-	
Other Articles	3,414,292	1,919,128	872,465	923,439	923,439	991,675	1,008,852	
TOTAL	226,897,036	234,752,077	241,604,260	248,076,274	255,591,158	262,865,940	262,865,940	
* GRAND TOTAL REVENUES *								
INCREASE OVER PRIOR YEAR	5.10%	3.60%	2.50%	3.10%	2.50%	2.80%	2.80%	

REVENUE & EXPENDITURE PROJECTIONS

EXPENDITURES	7/28/22		2/1/23		FY2025		FY2026		FY2027		FY2028		FY24 ASSUMPTIONS
	FY2023 RECAP	FY2024 PROJECTION	FY2025 PROJECTION	FY2026 PROJECTION	FY2027 PROJECTION	FY2028 PROJECTION	FY2029 PROJECTION	FY2030 PROJECTION	FY2031 PROJECTION	FY2032 PROJECTION	FY2033 PROJECTION	FY2034 PROJECTION	
REVENUE AND EXPENDITURE PROJECTIONS													
EXPENDITURES													
OBLIGATIONS													
Retirement	-	-	-	-	-	-	-	-	-	-	-	-	-
Normal Cost	5,514,652	5,707,465	5,960,542	6,169,161	6,385,081	6,608,559	6,838,581	7,073,773	7,314,212	7,560,106	7,816,551	8,084,651	ARB 1/21 Funding Date 2040/5.75% Per KMS 11/21 Revised Valuation Funding Schedule M-1 1/28/22/5.5% Inc FY28 Per KMS 11/21 Revised Valuation Funding Schedule M-1 1/28/22/4.4% Inc FY28
Unfunded Estimate	739,303	1,417,179	1,600,196	1,664,204	1,730,773	1,800,004	1,874,634	1,949,284	2,024,012	2,103,742	2,188,472	2,278,202	
Insurance Workers Comp	1,164,000	1,280,400	1,408,440	1,549,284	1,704,212	1,874,634	2,059,957	2,261,610	2,481,012	2,719,284	2,976,551	3,252,822	Premium Based Program - 10% Inc Increase 2.5%
Unemployment Compensation	164,000	168,000	172,503	176,610	181,025	185,551	190,106	194,784	199,492	204,239	209,025	213,847	
Health Insurance	24,815,945	26,055,742	27,380,714	30,111,171	33,520,065	37,520,065	42,111,171	47,311,171	53,111,171	59,511,171	66,511,171	74,111,171	FY24 5% Inc, FY25 8% FY26-FY28 Retiree Savings to OPEB Contribution Change (1,284,134) (1,240,250) ER 7/17 Emp 30%/Town 70% HMO Plans 20 New per FY Increase 2.5%
Health Insurance Savings Offset to OPEB	(1,039,042)	(1,080,604)	(1,123,828)	(1,173,828)	(1,228,828)	(1,288,828)	(1,348,828)	(1,408,828)	(1,468,828)	(1,528,828)	(1,588,828)	(1,648,828)	
Health Insurance Savings New Employee Contributions	(742,106)	(1,141,044)	(1,168,865)	(1,197,242)	(1,226,065)	(1,255,242)	(1,284,619)	(1,314,000)	(1,343,381)	(1,372,762)	(1,402,143)	(1,431,524)	
State Assessments	1,073,498	1,100,335	1,127,844	1,156,040	1,184,941	1,213,532	1,241,844	1,270,866	1,300,599	1,330,942	1,361,895	1,393,458	
Overly	600,000	625,000	900,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	
OPEB Original	714,371	732,230	750,536	769,300	788,532	808,245	828,400	849,000	870,050	891,550	913,600	936,200	
OPEB Additional Retiree Savings	1,039,042	1,080,604	1,123,828	1,168,781	1,215,532	1,264,154	1,313,631	1,363,957	1,415,131	1,468,154	1,522,027	1,576,750	Per OPEB Funding Schedule Increase 3%
Technical Schools	1,274,000	1,312,220	1,351,887	1,392,134	1,433,898	1,476,915	1,521,200	1,566,663	1,613,305	1,661,126	1,710,126	1,760,305	
Water and Sewer Operating/Debt Budget	15,009,259	15,717,171	16,356,284	17,091,171	17,877,165	18,711,171	19,644,171	20,677,171	21,811,171	23,056,171	24,411,171	25,886,171	Per TM Projection/OPEB/Est Retirement Included/FY23 Debt Included Cherry sheet offsets - Level Fund FY23
Reserve for Direct Expenditures	78,478	78,478	78,478	78,478	78,478	78,478	78,478	78,478	78,478	78,478	78,478	78,478	
Other Local Expenditures (Deficits to be Raised)	-	151,418	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	Overly/count judgments/deficits to be raised
TOTAL	50,405,400	53,206,241	56,588,058	59,910,311	63,554,171	66,889,706	70,714,212	75,044,212	79,879,212	85,214,212	91,049,212	97,484,212	
DEBT SERVICE													
Existing Non-Exempt General Fund Debt	6,167,227	6,549,143	6,276,746	5,874,340	5,569,870	5,025,737	5,025,737	5,025,737	5,025,737	5,025,737	5,025,737	5,025,737	Actual Debt
Appropriated/Not Borrowed Non-Exempt General Fund	1,999,522	1,742,421	2,663,677	3,161,733	3,069,857	2,795,883	2,795,883	2,795,883	2,795,883	2,795,883	2,795,883	2,795,883	Per 10/6/22 CF Debt Analysis
New General Fund CIP PROJECTS	-	-	594,250	1,988,290	3,583,926	4,568,802	4,568,802	4,568,802	4,568,802	4,568,802	4,568,802	4,568,802	Per 10/6/22 CF Debt Analysis
School Debt Service	604,000	-	-	-	-	-	-	-	-	-	-	-	
Pension Obligation Bond (50% Non-Exempt)	5,662,645	5,661,399	5,662,953	5,661,235	5,661,235	5,661,235	5,661,235	5,661,235	5,661,235	5,661,235	5,661,235	5,661,235	
Pension Obligation Bond (50% Exempt)	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
BAN Interest Non-Exempt	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	
General Fund Bond Issue Expense	316,009	-	-	-	-	-	-	-	-	-	-	-	
New Exempt Debt - West El	2,736,844	5,704,273	5,393,219	5,314,521	5,112,342	5,060,703	5,112,342	5,112,342	5,112,342	5,112,342	5,112,342	5,112,342	Actual Debt
Existing Exempt Debt - School and Public Safety Center	23,333,892	25,803,634	26,438,798	27,846,354	28,842,053	28,842,053	28,842,053	28,842,053	28,842,053	28,842,053	28,842,053	28,842,053	
TOTAL	27,566,500	28,890,000	29,890,000	30,890,000	31,890,000	32,890,000	33,890,000	34,890,000	35,890,000	36,890,000	37,890,000	38,890,000	
Capital Projects Fund from taxation	2,756,500	2,890,000	2,980,000	3,070,000	3,160,000	3,250,000	3,340,000	3,430,000	3,520,000	3,610,000	3,700,000	3,790,000	
Capital Projects Fund from taxation	2,756,500	2,890,000	2,980,000	3,070,000	3,160,000	3,250,000	3,340,000	3,430,000	3,520,000	3,610,000	3,700,000	3,790,000	
OPERATING AVAILABLE FUNDS EXPENDITURES													
Medical services	2,097,531	2,602,531	2,622,531	2,622,531	2,622,531	2,622,531	2,622,531	2,622,531	2,622,531	2,622,531	2,622,531	2,622,531	
Offset Local Revenues	232,426	207,426	207,426	207,426	207,426	207,426	207,426	207,426	207,426	207,426	207,426	207,426	
Other Available Funds - Budget	2,829,957	2,809,957	2,829,957	2,829,957	2,829,957	2,829,957	2,829,957	2,829,957	2,829,957	2,829,957	2,829,957	2,829,957	
TOTAL	5,159,914	5,419,914	5,460,914	5,460,914	5,460,914	5,460,914	5,460,914	5,460,914	5,460,914	5,460,914	5,460,914	5,460,914	
ARTICLES													
Transfer to Stabilization Fund	-	-	-	-	-	-	-	-	-	-	-	-	
Transfer to POB Stabilization Reserve Fund	252,481	240,000	206,235	307,533	206,235	408,304	408,304	408,304	408,304	408,304	408,304	408,304	
Capital Projects Articles - Free Cash	2,364,340	1,919,128	872,465	923,439	872,465	991,675	991,675	991,675	991,675	991,675	991,675	991,675	
Other Articles - Free Cash	-	-	-	-	-	-	-	-	-	-	-	-	
Operating Budget (S&D) - Free Cash/Deficits	-	-	-	-	-	-	-	-	-	-	-	-	
Articles from Water/Sewer reserves/rates	1,360,000	800,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
Elder Services Stabilization Transfer	-	-	-	-	-	-	-	-	-	-	-	-	
Cable Operating	31,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	
Articles from taxation	-	-	-	-	-	-	-	-	-	-	-	-	
Debt Re-Purpose	36,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	
Other Available Funds	4,043,821	3,006,128	1,425,700	1,577,972	1,425,700	1,746,979	1,746,979	1,746,979	1,746,979	1,746,979	1,746,979	1,746,979	
TOTAL	82,869,570	87,415,960	89,487,513	93,889,594	98,848,160	103,152,838	108,152,838	113,152,838	118,152,838	123,152,838	128,152,838	133,152,838	
* TOTAL DEDUCTIONS *	143,727,466	147,336,117	151,116,747	154,186,680	156,742,598	159,713,103	163,186,680	166,186,680	169,186,680	172,186,680	175,186,680	178,186,680	
BAL. FOR TOWN & SCHOOL OPERATING BUDGETS	226,597,904	234,752,077	240,604,260	246,076,274	251,551,158	257,436,735	263,966,158	270,966,158	278,966,158	286,966,158	294,966,158	302,966,158	
\$ INCREASE FOR TOWN & SCHOOL OPERATING BUDGETS	6,210,750	3,608,651	3,780,629	3,069,933	2,556,319	2,970,104	2,556,319	2,556,319	2,556,319	2,556,319	2,556,319	2,556,319	
% INCREASE OVER PRIOR YEAR	4.32%	2.51%	2.57%	2.03%	1.66%	1.89%	1.66%	1.66%	1.66%	1.66%	1.66%	1.66%	
TOTAL	226,597,904	234,752,077	240,604,260	246,076,274	251,551,158	257,436,735	263,966,158	270,966,158	278,966,158	286,966,158	294,966,158	302,966,158	

SECTION 7



PROPERTY TAX INFORMATION

PROPERTY TAX INFORMATION

PROPOSITION 2½ AND ANDOVER

WHAT IS PROPOSITION 2½?

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

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

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

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

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

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

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

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

THE OVERRIDE PROCESS

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

PROPERTY TAX INFORMATION

Property Tax Limit History

Fiscal Year	Prop 2 1/2 Tax	Actual Tax	Excess Tax	Additional Taxes Debt Exclusion	Total Tax Levy	% Increase
	Levy Limit Prior Year	Levy Within 2 1/2	Levy Capacity**			Total Tax Levy
2024*	175,283,332	172,656,933	2,626,399	11,313,463	183,970,396	5.3%
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%

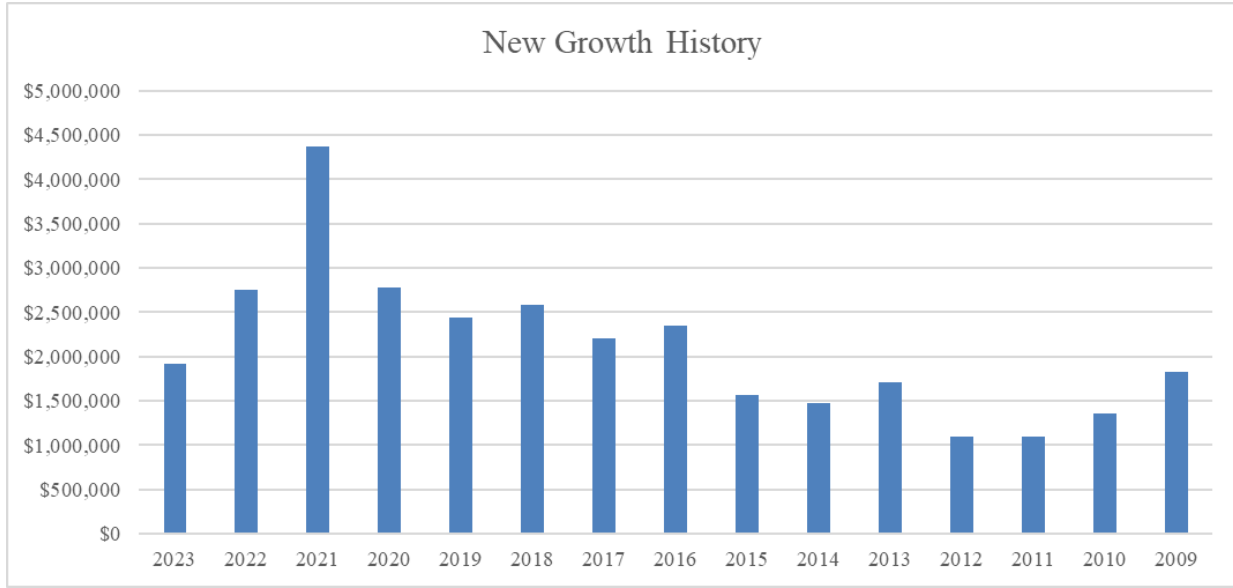
*Projection - based on budget and warrant article recommendations for the 2021 Annual Town Meeting

** Includes Reserved Unused Excess Capacity (POB)

Tax Growth from New Construction Activities

Fiscal Year	Residential/Open Space	Commercial/ Industrial	Personal Property	New Growth Total	New Growth Town Meeting Estimate
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

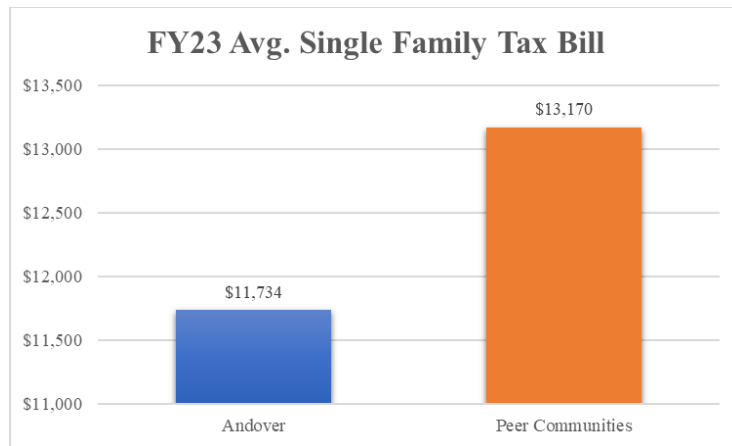
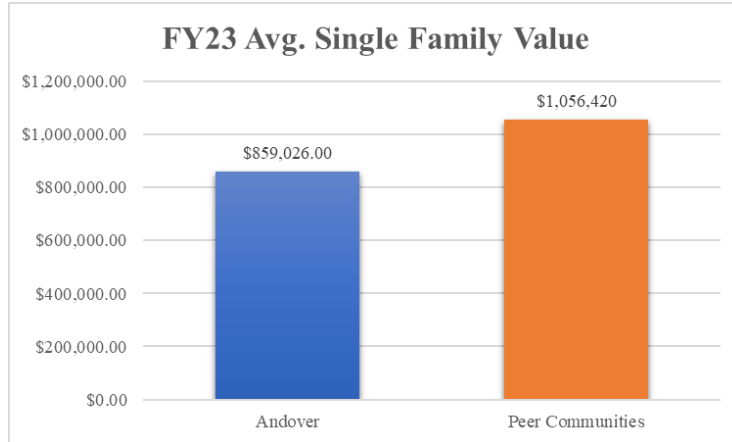
PROPERTY TAX INFORMATION



<u>Calculation of FY2023 Property Tax Levy Limit</u>	
FY2022 TAX LEVY LIMIT	\$162,894,020 Beginning amount for FY2023
2.5% of FY2022 Levy Limit	4,072,350
New Growth	<u>2,157,444</u> Tax increase based on 10 year adjusted average of tax value of new construction
FY2023 TAX LEVY LIMIT	\$169,123,814 FY2023 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus	
NET FY2023 EXEMPT DEBT SERVICE	<u>\$8,656,912</u> Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals	
FY2023 TOTAL TAX LEVY LIMIT	\$177,780,726 Estimated Maximum property taxes allowable for Fiscal Year 2023
Less	
FY2023 TAX LEVY	\$174,769,722 Estimated Amount of property taxes for Fiscal Year 2023
Equals	
FY2023 EXCESS TAX CAPACITY	\$3,011,004 Amount of additional taxes that could be raised within Proposition 2 1/2 limit

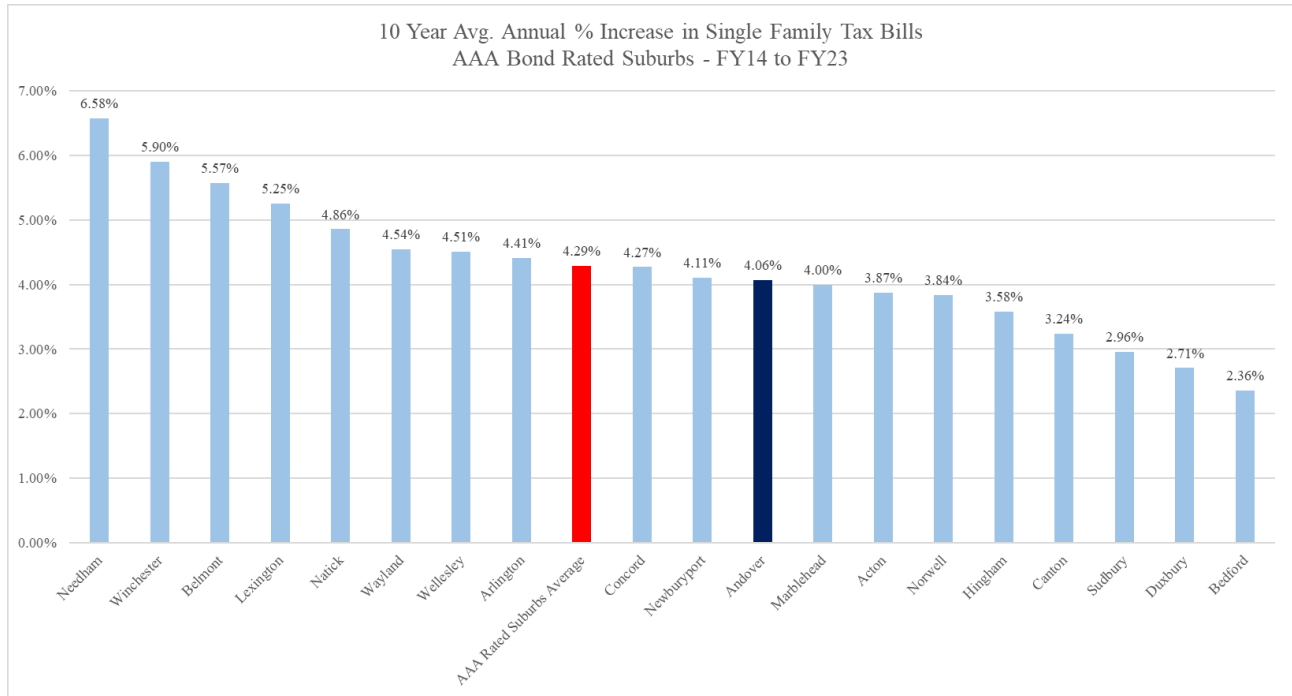
<u>Calculation of FY2024 Property Tax Levy Limit</u>	
FY2023 TAX LEVY LIMIT	\$169,123,814 Beginning amount for FY2024
2.5% of FY2023 Levy Limit	4,228,095
New Growth	<u>1,931,422</u> Tax increase based on 10 year adjusted average of tax value of new construction
FY2024 TAX LEVY LIMIT	\$175,283,332 FY2023 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus	
NET FY2024 EXEMPT DEBT SERVICE	<u>\$11,313,463</u> Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals	
FY2024 TOTAL TAX LEVY LIMIT	\$186,596,795 Estimated Maximum property taxes allowable for Fiscal Year 2024
Less	
FY2024 TAX LEVY	\$183,970,396 Estimated Amount of property taxes for Fiscal Year 2024
Equals	
FY2024 EXCESS TAX CAPACITY	\$2,626,399 Amount of additional taxes that could be raised within Proposition 2 1/2 limit

PROPERTY TAX INFORMATION



FY2023 Valuation Breakdown - Single Family Homes		
Valuation Range (\$)	Number of Parcels	Percent of Total (Count)
0 to 300,000	9	0.1%
300,001 to 400,000	50	0.6%
400,001 to 500,000	267	3.1%
500,001 to 600,000	851	9.8%
600,001 to 700,000	1,640	18.8%
700,001 to 800,000	1,907	21.9%
800,001 to 900,000	1,282	14.7%
900,001 to 1,000,000	796	9.1%
1,000,001 to 1,100,000	620	7.1%
1,100,001 to 1,200,000	375	4.3%
1,200,001 to 1,300,000	259	3.0%
1,300,001 to 1,400,000	207	2.4%
1,400,001 to 1,500,000	112	1.3%
1,500,001 to 2,000,000	245	2.8%
2,000,000 and up	105	1.2%
<i>Total</i>	8,725	100.0%

PROPERTY TAX INFORMATION



	Average Single Family Tax Bill - FY2014	Average Single Family Tax Bill - FY2023	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	\$8,343	\$11,734	\$3,391	\$339	40.64%	4.06%
AAA Rated Suburbs Average	\$9,166	\$13,095	\$3,929	\$393	42.86%	4.29%

Municipality	Average Single Family Tax Bill - FY2014	Average Single Family Tax Bill - FY2023	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	\$9,832	\$13,638	\$3,806	\$381	38.71%	3.87%
Andover	\$8,343	\$11,734	\$3,391	\$339	40.64%	4.06%
Arlington	\$7,099	\$10,228	\$3,129	\$313	44.08%	4.41%
Bedford	\$8,461	\$10,454	\$1,993	\$199	23.56%	2.36%
Belmont	\$10,566	\$16,450	\$5,884	\$588	55.69%	5.57%
Canton	\$5,805	\$7,686	\$1,881	\$188	32.40%	3.24%
Concord	\$12,249	\$17,481	\$5,232	\$523	42.71%	4.27%
Duxbury	\$9,180	\$11,665	\$2,485	\$249	27.07%	2.71%
Hingham	\$8,228	\$11,177	\$2,949	\$295	35.84%	3.58%
Lexington	\$11,481	\$17,514	\$6,033	\$603	52.55%	5.25%
Marblehead	\$7,360	\$10,305	\$2,945	\$295	40.01%	4.00%
Natick	\$6,459	\$9,597	\$3,138	\$314	48.58%	4.86%
Needham	\$8,765	\$14,528	\$5,763	\$576	65.75%	6.58%
Newburyport	\$6,323	\$8,920	\$2,597	\$260	41.07%	4.11%
Norwell	\$8,818	\$12,202	\$3,384	\$338	38.38%	3.84%
Sudbury	\$11,544	\$14,961	\$3,417	\$342	29.60%	2.96%
Wayland	\$10,974	\$15,958	\$4,984	\$498	45.42%	4.54%
Wellesley	\$12,469	\$18,087	\$5,618	\$562	45.06%	4.51%
Winchester	\$10,195	\$16,214	\$6,019	\$602	59.04%	5.90%

SECTION 8



CAPITAL IMPROVEMENT PROGRAM (CIP)

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2024 CAPITAL IMPROVEMENT PROGRAM (CIP) TOWN MANAGER'S RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$34,211,392 for FY2024. 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 FY24 CIP of \$24,454,254 from the following funding sources:

General Fund Revenue:	\$ 2,890,000
Free Cash:	\$ 1,919,128
General Fund Non-Exempt Borrowing:	\$ 4,850,000
Special Dedicated Funds:	\$ 1,435,126
Water & Sewer Enterprise Funds:	<u>\$ 13,360,000</u>
Town Manager's Total CIP Recommendation for FY24:	<u>\$ 24,454,254</u>

From General Fund Revenue:

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2024 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

TM-1	Participatory Capital Budgeting	\$ 20,000
IT-4	Document Digitization	\$ 50,000
CDP-2	Improving Kiosks, Signage, and Interpretive Panels	\$ 25,000
POL-3	Accident Reconstruction Mapping Systems GNSS	\$ 40,000
FR-2	Radio Box Repeater System	\$165,000
FR-6	Emergency Services Call Box	\$ 20,000
DPW-7a	Public Works Vehicles - Small	\$ 82,000
DPW-28	Spring Grove Cemetery Maintenance	\$ 20,000
FAC-1	Town Projects - Building Division	\$475,000
FAC-2	Town Projects - Mechanical Electrical Division	\$420,000
FAC-3	Town and School Security Projects	\$130,000
FAC-4	Town Vehicles	\$105,000
SCH-1	School-Wide Maintenance Programs	\$950,000
SCH-2	School - Projects by Building	<u>\$388,000</u>
Total from General Fund Revenue		\$2,890,000

From Free Cash:

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

IT-1	Annual Staff Device Refresh	\$ 456,238
IT-2	Annual Student Device Refresh	\$ 257,890
POL-1	Police Vehicle Replacement	\$ 205,000
DPW-2	Minor Sidewalk Repairs	\$ 250,000
DPW-4	Town Sidewalk Program	<u>\$ 750,000</u>
Total from Free Cash		\$1,919,128

CAPITAL IMPROVEMENT PROGRAM

From General Fund Non-Exempt Borrowing:

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

DPW-7b	Public Works Vehicles - Large	\$ 455,000
FAC-5	Town Parks and Playground Improvements	\$ 625,000
FAC-6	Major Town Projects	\$ 900,000
FAC-7	Town / School Energy Initiatives	\$ 470,000
FR-1	Fire Rescue Vehicles	\$ 975,000
IT-3	IT Infrastructure	\$ 300,000
SCH-5	Major School Projects	<u>\$1,125,000</u>
Total from General Fund Borrowing		\$4,850,000

From Special Dedicated Funds:

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

CDP-1	Active Transportation Plan	\$ 40,000
DPW-1	Major Annual Road Maintenance (Ch 90)	<u>\$1,395,126</u>
Total from Special Dedicated Funds		\$1,435,126

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/ Distribution Improvements Project (WEB)	\$6,000,000
DPW-16	WTP Scada System Upgrades (WEB)	\$2,500,000
DPW-18	Water Treatment GAC Replacement (WEB)	\$ 560,000
DPW-25	Shawsheen River Sewer Interceptor Improvements (SEB)	\$2,200,000
DPW-30	Inflow/Infiltration (I/I) Removal Program (SER)	\$ 300,000
DPW-34	Lead Service Replacements (WEB)	<u>\$1,800,000</u>
Total from Water & Sewer Enterprise Funds		<u>\$13,360,000</u>

CIP Total for FY24 **\$24,454,254**

CAPITAL IMPROVEMENT PROGRAM

Request #	Request Title	Dept. Rqst. FY2024	TM's Rec. FY2024	TM's Plan FY2025	TM's Plan FY2026	TM's Plan FY2027	TM's Plan FY2028	Town Manager's Comments
General Fund Revenue (Capital Projects Fund)								
TM-1	Participatory Capital Budgeting	\$75,000	\$20,000	\$75,000	\$75,000	\$100,000	\$100,000	Supports funding \$20,000 for FY24
CDP-2	Improving Kiosks, Signage, and Interpretive Panels Across 24 Town-Owned Properties	\$25,000	\$25,000					Supports department's request for FY24
CDP-4	Public Art Program Fund	\$50,000	\$0					Does not support funding for FY24
CDP-5	Tactical Traffic Calming and Placemaking	\$20,000	\$0					Does not support funding for FY24
CDP-6	Improving the Accessibility of Town Conservation Land through Professional Trail Evaluation and Data Collection	\$21,638	\$0					Does not support funding for FY24
CDP-7	Funding for Tree Health, Maintenance, and Hazard Tree Removal on Andover Conservation Properties	\$20,000	\$0					Does not support funding for FY24
CDP-8	Funding for Boundary Survey(s) of Select Andover Conservation Properties	\$20,000	\$0					Does not support funding for FY24
SUS-1	Shawsheen River Stream Gage		\$0	\$15,965	\$16,444	\$16,937	\$17,445	Placeholder for future need
FIN-1	MUNIS Financial Software Improvements		\$0	\$15,000		\$15,000		Placeholder for future need
IT-3	IT Infrastructure (See General Fund Borrowing for FY24 - FY26)		\$0			\$42,500	\$22,500	Placeholder for future need
IT-4	Document Digitization	\$307,000	\$50,000	\$297,000	\$270,000			Supports funding \$50,000 for FY24
POL-1	Police Vehicle Replacement (See Free Cash for FY24)		\$0	\$205,000	\$225,000	\$225,000		Placeholder for future need
POL-3	Accident Reconstruction Mapping Systems GNSS	\$40,000	\$40,000					Supports department's request for FY24
POL-4	UAS/Unmanned Aerial System	\$30,000	\$0					Does not support funding for FY24
FR-1	Fire Rescue Vehicles (See General Fund Borrowing for FY24 - FY26 & FY28)		\$0			\$250,000		Placeholder for future need
FR-2	Radio Box Repeater System	\$165,000	\$165,000					Supports department's request for FY24
FR-4	Thermal Imaging Camera Replacement		\$0	\$50,000				Placeholder for future need
FR-5	Cordless Battery-Operated Rescue Tools		\$0		\$200,000			Placeholder for future need
FR-6	Emergency Services Call Box	\$20,000	\$20,000					Supports department's request for FY24
DPW-2	Minor Sidewalk Repairs (See Free Cash for FY24)		\$0	\$250,000	\$250,000	\$250,000	\$250,000	Placeholder for future need
DPW-5	Irrigation Systems and Greenspace Improvements	\$75,000	\$0	\$75,000	\$75,000	\$75,000	\$75,000	Does not support funding for FY24
DPW-6	Storm Water Management	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	Does not support funding for FY24
DPW-7a	Public Works Vehicles - Small	\$251,000	\$82,000	\$199,000	\$194,000	\$324,000	\$187,000	Supports funding \$82,000 for FY24
DPW-15	Hazard Tree Removal	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	Does not support funding for FY24
DPW-19	Stormwater Infrastructure Condition Assessment Program	\$50,000	\$0	\$50,000	\$50,000	\$50,000		Does not support funding for FY24
DPW-20	Portable Soil Sereater		\$0		\$100,000			Placeholder for future need
DPW-28	Spring Grove Cemetery Maintenance	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Supports department's request for FY24
FAC-1	Town Projects - Building Division	\$475,000	\$475,000	\$505,000	\$515,000	\$545,000	\$560,000	Supports department's request for FY24
FAC-2	Town Projects - Mechanical/Electrical Division	\$420,000	\$420,000	\$430,000	\$450,000	\$455,000	\$485,000	Supports department's request for FY24
FAC-3	Town and School Security Projects	\$130,000	\$130,000	\$250,000	\$240,000	\$150,000	\$500,000	Supports department's request for FY24
FAC-4	Town Vehicles	\$251,000	\$105,000	\$145,000	\$113,000			Supports funding \$105,000 for FY24
FAC-7	Town / School Energy Initiatives (See General Fund Borrowing for FY24 - FY26 & FY28)		\$0			\$200,000		Placeholder for future need
SCH-1	School-Wide Maintenance Programs	\$950,000	\$950,000	\$1,000,000	\$1,045,000	\$1,095,000	\$1,130,000	Supports department's request for FY24
SCH-2	School - Projects by Building	\$388,000	\$388,000	\$1,029,500	\$881,000	\$792,500	\$654,000	Supports department's request for FY24
Total General Fund Revenue		\$4,053,638	\$2,890,000	\$4,861,465	\$4,969,444	\$4,855,937	\$4,475,945	

SECTION 9



BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET PROCESS

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

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

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

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

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

BUDGET APPROPRIATION AND AMENDMENT

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

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET SCHEDULE

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

ANNUAL BUDGET REQUIREMENTS

Town of Andover Charter

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

§ 15. Estimate of Expenditures.

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

Town of Andover General By-laws

§ 6. Estimate of expenditures.

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FINANCIAL POLICIES

A. FISCAL POLICIES/GENERAL FUND

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

Fiscal Year	Certified Free Cash Going into Town Meeting	Free Cash as % of Budget	Amount Spent by Town Meeting	Amount Remaining after Town Meeting
2011	1,609,894	1.2%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320
2015	5,761,265	3.3%	4,821,083	940,182
2016	4,843,241	2.9%	3,793,000	1,050,241
2017	5,062,537	2.9%	1,825,000	3,237,537
2018	8,912,647	4.9%	2,714,000	6,198,647
2019	8,807,910	4.9%	3,610,000	5,197,910
2020	9,563,348	5.05%	3,428,870	6,134,478
2021	9,360,482	4.01%	3,628,652	5,731,830

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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

B. FISCAL POLICIES - WATER & SEWER

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

C. CAPITAL PLANNING POLICIES

1. General

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

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

CRITERIA FOR SETTING PRIORITIES:

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

FUNDING SOURCES:

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

- Franchise Fee Receipts;
- General Fund Capital Outlay Exclusion;
- Free Cash warrant articles.
- **Departmental Operating Budget** – Projects/items of less than \$15,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets. The sources of revenues to support Operating budgets are:
 - General Fund
 - Water and sewer reserves, cemetery receipts, parking receipts, and rental receipts;
 - Departmental revolving receipts
- 2. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended. Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenues (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources could also be identified or new funding sources recommended.
- 3. Capital projects should be reviewed in relation to impact on property tax limitation and annual operating budgets.
 - a. Projects funded with current tax revenues should identify the impact on the annual operating budget.
 - b. Projects funded with long-term debt and not exempted from Proposition 2 ½ should identify the impact on annual operating budgets.
 - c. Projects funded with long-term debt and exempted from Proposition 2 1/2 should identify the impact on the annual tax rate and/or tax bill. (Debt Exclusion)
 - d. Projects funded with capital exclusion should identify the impact on current annual tax rate and/or tax bill. (Capital Expenditure Exclusion)
- 4. Funding for discretionary capital projects should be contingent on voter approval of either a debt exclusion or capital expenditure exclusion so that the limited resources available within Proposition 2½ remain available for Town and School operating needs and essential capital projects. Non-discretionary projects are those needed to protect health and safety or to meet legal mandates. Debt Exclusions or Capital Expenditure Exclusions may also be considered for non-discretionary projects on a non-contingent basis.

D. DEBT MANAGEMENT POLICIES

- 1. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.
- 2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.) When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.
- 3. General Fund debt service will not exceed 10% of General Fund revenues. The credit rating agencies, such as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self-supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10% benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.
- 4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years. Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FUND DESCRIPTIONS

GOVERNMENTAL FUNDS

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

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

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

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

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

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

FIDUCIARY FUNDS

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

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

BASIS OF ACCOUNTING

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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

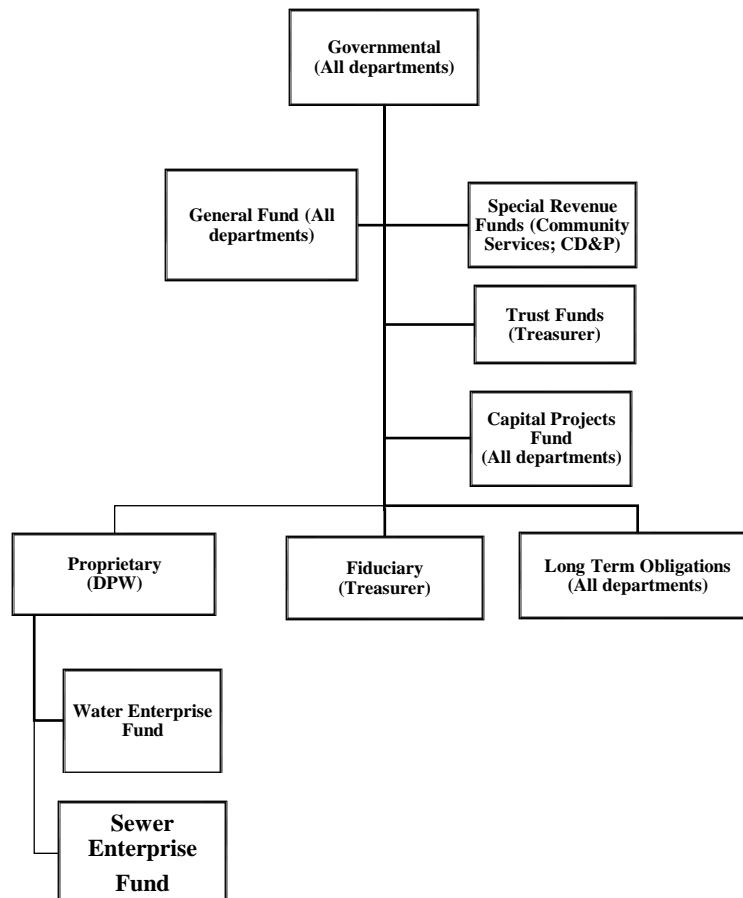
The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

BASIS OF BUDGETING

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

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

FUND RELATIONSHIP



RatingsDirect®

Summary:

Andover, Massachusetts; General Obligation; Note

Primary Credit Analyst:

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

Secondary Contact:

Melissa Stoloff, Boston (1) 617-530-8030; melissa.stoloff@spglobal.com

Table Of Contents

Credit Highlights

Outlook

Related Research

Summary:

Andover, Massachusetts; General Obligation; Note

Credit Profile

US\$10.82 mil GO BANs dtd 12/15/2022 due 12/14/2023

Short Term Rating SP-1+ New

Andover GO

Long Term Rating AAA/Stable Affirmed

Andover GO BANs dtd 12/15/2022 due 12/14/2023

Short Term Rating SP-1+ Affirmed

Credit Highlights

- S&P Global Ratings assigned its 'SP-1+' short-term rating to Andover, Mass.' \$10.820 million general obligation (GO) bond anticipation notes (BANs).
- At the same time, S&P Global Ratings affirmed its 'AAA' rating on the town's existing GO debt.
- The outlook, where applicable, is stable.

Security

The town's full-faith-and-credit pledge, subject to Proposition 2 1/2 limitations, secures the BANs and the town's outstanding GO debt. We rate this issuance based on the application of our criteria "Issue Credit Ratings Linked To U.S. Public Finance Obligors' Creditworthiness," published Nov. 20, 2019. Despite limitations imposed by the commonwealth's levy limit law, we did not make a rating distinction between the town's limited- and unlimited-tax GO pledges. The short-term rating reflects our high investment-grade long-term rating on the town and Andover's low market-risk profile. In our view, and pursuant to our BAN criteria, we have assessed the town's market risk as low, due to Andover's strong market access, information availability, and takeout authorization. Officials plan to use BAN proceeds to fund various town-wide capital items.

Credit overview

The rating reflects Andover's local economy, which is characterized by very high wealth levels, with a large residential base and a strong commercial presence. The town has historically maintained its available reserve levels hovering at about 10% while also adhering to a comprehensive capital improvement plan, funded largely on a pay-go basis. We expect management, with well-embedded financial management policies and practices, will likely continue to produce at least break-even results through the medium term. In November 2021, the town issued \$165 million in POBs to fund its outstanding pension liability; however, town voters additionally approved the exemption of \$87.5 million of the bonds from the limitations of Proposition 2 1/2, which we view as positive as it provides the town with levying capacity should it be needed. In 2019, town employees also agreed to either a 1% deduction from pay to contribute to the unfunded liability or forego a cost-of-living adjustment, which is expected to yield \$250,000 to be allocated to the pension reserve. While we view the town's debt as weak, we believe the town currently has sufficient financial

flexibility to leverage should the budget be pressured. However, the town's rating could be pressured should our view of its debt metrics deteriorate to what we view as very weak as a result of material new money debt issuances.

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

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

Environmental, social, and governance

We analyzed Andover's social, environmental, and governance risks relative to its economy, management, financial measures, and debt and liability profile and determined that all are 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

Should the town's budgetary performance and flexibility experience significant and sustained deterioration, or should the town's debt profile deteriorate to what we view as very weak, we could lower the rating.

Andover, Massachusetts Key Credit Metrics				
	Most recent	Historical information		
		2021	2020	2019
Very strong economy				
Projected per capita EBI % of U.S.	192			
Market value per capita (\$)	267,602			
Population		36,093	36,182	35,782
County unemployment rate(%)		6.4		
Market value (\$000)	9,658,565	9,027,671	8,799,009	
Ten largest taxpayers % of taxable value	6.3			
Strong budgetary performance				
Operating fund result % of expenditures		(1.6)	2.2	(0.2)
Total governmental fund result % of expenditures		0.0	0.9	1.1
Strong budgetary flexibility				
Available reserves % of operating expenditures		9.6	12.0	10.2
Total available reserves (\$000)		20,831	24,213	19,690
Very strong liquidity				
Total government cash % of governmental fund expenditures		28	31	30

Andover, Massachusetts Key Credit Metrics (cont.)

	Most recent	Historical information		
		2021	2020	2019
Total government cash % of governmental fund debt service		638	656	643
Very strong management				
Financial Management Assessment	Strong			
Weak debt & long-term liabilities				
Debt service % of governmental fund expenditures		4.4	4.7	4.7
Net direct debt % of governmental fund revenue	165			
Overall net debt % of market value	4.1			
Direct debt 10-year amortization (%)	44			
Required pension contribution % of governmental fund expenditures		5.1		
OPEB actual contribution % of governmental fund expenditures		2.9		

Strong institutional framework

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

Related Research

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

Ratings Detail (As Of December 2, 2022)

Andover GO mun purp In		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Andover GO mun purp loan of 2022 bnds ser 2022 due 07/15/2052		
<i>Long Term Rating</i>	AAA/Stable	Affirmed

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GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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