



TOWN MANAGER'S RECOMMENDED

Fiscal Year 2026 Budget & Financial Plan





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Andover
Massachusetts**

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morill

Executive Director

Cover images by Andover resident David Whitney

These photographs are part of a larger project entitled “Andover-At-Work.” Through this year-long volunteer project, Whitney captured powerful images of Town employees from all Departments and Divisions on-the-job. The objectives of this project are to recognize employees for their dedication and provide an understanding to residents of the wide range of functions performed by Town staff, often times behind the scenes, to support the community.

Andover-At Work will have several public exhibits in Andover in 2025, supported by the Massachusetts Cultural Council, starting with an exhibit at Old Town Hall this spring.



*Town Manager's Recommended
Fiscal Year 2026 Budget & Financial Plan*

TABLE OF CONTENTS

	PAGE		PAGE
1. Introduction to the Budget	1	Public Works	123
Resident's Guide to the Budget	2	Public Works Water & Sewer	136
Budget and Warrant Schedule	4	Facilities	139
Mission & Values Statement	5	Schools	147
Organizational Chart.....	8	5. Fixed and Unclassified Expenses	149
2. Town Manager's Transmittal Letter	9	▪ Technical Schools.....	150
3. Executive Budget Summary	23	▪ Solid Waste.....	150
4. Operating Budget Requests	31	▪ Debt Service Info.....	151
Moderator & Select Board.....	34	▪ General Insurance	157
Finance Committee	35	▪ Unemployment Compensation	158
Town Manager	37	▪ Health Insurance	159
People & Resources.....	43	▪ OPEB	160
Town Clerk	47	▪ Retirement	161
Administration & Finance	53	▪ Compensation Fund	161
Other General Govt. Budgets	62	▪ Reserve Fund.....	162
Legal	63	6. Long Range Financial Plan	163
Innovation & Technology	67	7. Property Tax Information	165
Community Development & Planning.....	73	8. FY26 Capital Improvement Program	171
Department of Community Services	81	9. Budget Process, Requirements, and Fund Information	175
Library.....	99	10. Credit Rating Information	185
Police.....	105	11. Glossary of Terms	193
Fire-Rescue	115		



SECTION 1

Introduction



A Resident'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 FY2026 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 FY2026 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 andoverma.gov/budget.

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

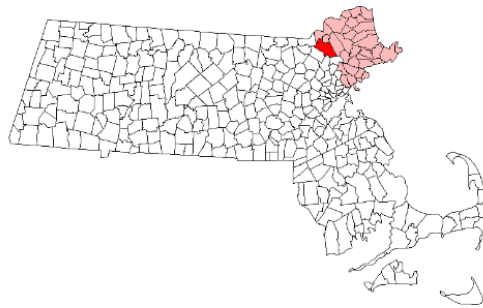
Community Profile

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 Poms 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: 36,583 (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 Government: Open Town Meeting	
FY2025 Residential & Open Space Tax Rate: \$12.48	
FY2025 Avg. Single Family Home Value: \$1,028,307	



SELECT BOARD & FINANCE COMMITTEE MEETING SCHEDULE

FY2026 Budget and 2025 Warrant Article Review

February 2025

Friday, Feb. 7 Town Manager's Recommended FY2026 Budget Released

Monday, Feb. 10 Recommended FY2026 Budget Presented to Select Board

March 2025

Saturday, March 8 Town & School Budget Meeting

Monday, March 10 Select Board: Budget & Warrant Article Votes

Wednesday, March 12 Finance Committee: Budget & Warrant Article Votes

Monday, March 17 Select Board: Warrant Article Votes

Wednesday, March 19 Finance Committee: Budget & Warrant Article Votes

Friday, March 28 Chair Letters Due to Finance Committee

April 2025

Friday, April 4 Finance Committee Report to Printer

Friday, April 18 Finance Committee Report Mailed to Residents

Tuesday, April 29 2025 Annual Town Meeting Begins

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



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

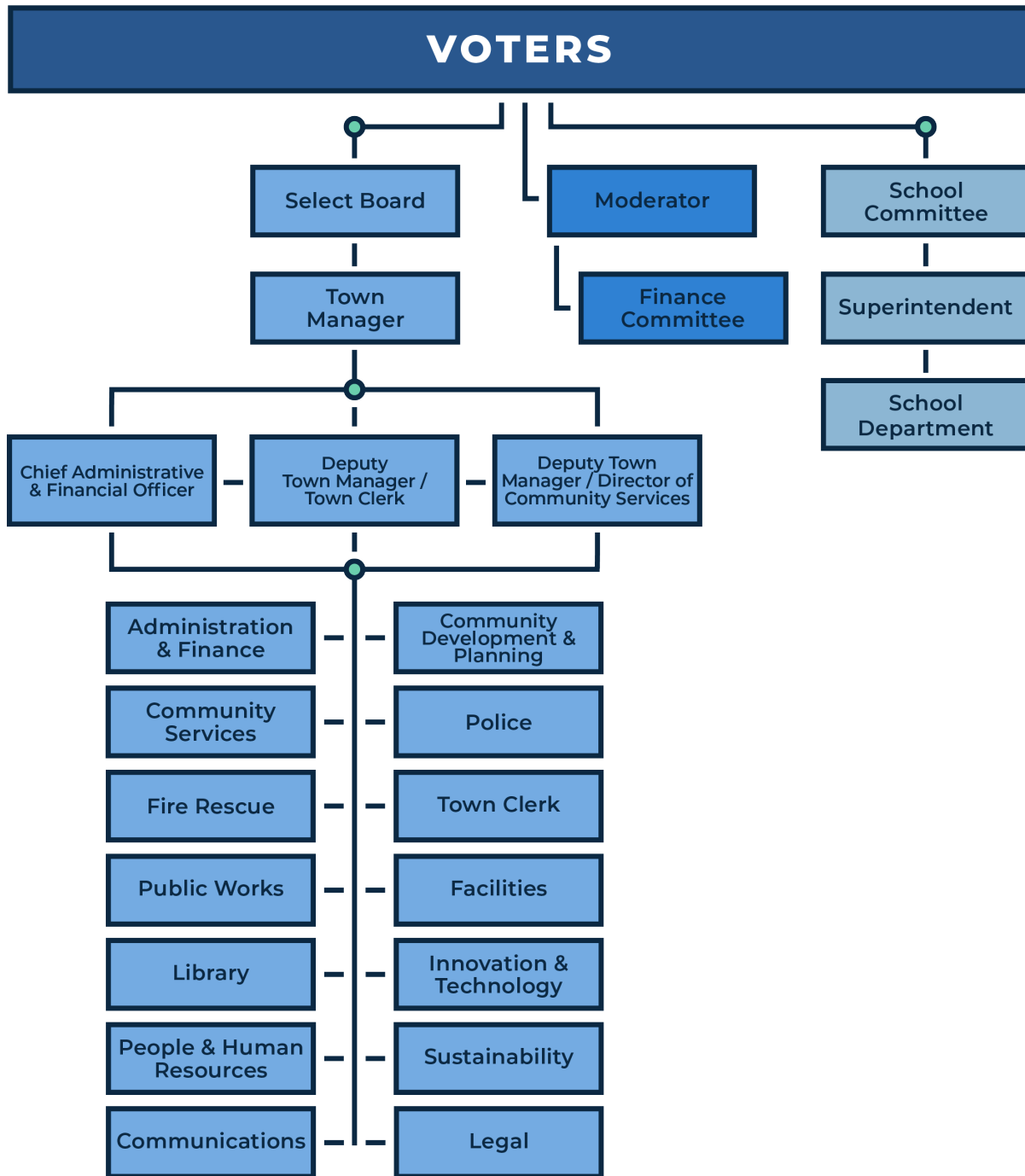
Through our department of community services, other Town programs, and religious institutions, we will sponsor services and programs, facilities, outreach, and recognition to veterans, seniors, youth, and the disabled or disadvantaged among us. We will foster connections among all citizens to help us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





SECTION 2

Town Manager's Transmittal Letter



Andrew P. Flanagan
Town Manager

TOWN OF ANDOVER

Town Manager's Office
36 Bartlet Street
Andover, MA 01810
978-623-8200
www.andoverma.gov

February 7, 2025

To: Honorable Laura Gregory & Members of the Select Board
Honorable Paula Colby Clements & Members of the Finance Committee

I transmit to you the recommended FY 2026 operating and capital budgets. The Town Manager's Recommended Budget as proposed totals \$253,311,566, which is an increase of \$7,104,263 (2.95%) from the current budget. The Water & Sewer Enterprise Funds, which are exclusive of the General Fund, total \$19,921,306 as proposed, reflect an increase of \$1,019,727 (5.44%). The total available increase for Town and School Operations is \$5,114,265, representing an increase of \$1,228,551 (2.75%) for Town operations and \$3,885,714 (3.75%) for School operations. These increases are prior to inter-departmental transfers and offsets that do not increase the total appropriation for Town and School operations. The Town budget also includes an additional \$269,731 to account for a transfer from employee wages to the Unfunded Liability Offset account. \$1,843,743 will be either raised or appropriated to fund non-appropriated expenses and State assessments.

Over the past several months, the Administration defined the fundamental goals and objectives from which the FY2026 budget has been developed. Those goals are as follows:

- Develop an FY 2026 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Select Board financial policies, goals and objectives;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;
- Maintain employee compensation that provides opportunities for equity through modest adjustments that are consistent with the Town's long-term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short- and long-term;
- Identify opportunities to reduce the Town's unfunded liabilities, including pension and OPEB costs;
- Continue developing a long-term financial model that provides for predictability and sustainability of operations;
- Make improvements to the budget model so that expenses are appropriately classified within the overall budget framework;
- Properly allocate costs to appropriate funds, including the General Fund, Enterprise Funds & Revolving Funds;
- Establish a capital program that is based on an annual spending target (7% of Town & School operating budgets) for cash and debt appropriations to provide the Town with expanded capital capacity to fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Balancing Community Needs with Fiscal Responsibility

To demonstrate the diversity of services provided by the Town, the cover of this year's budget document includes photographs of employees from across the organization. Maintaining a broad span of services to the ever-changing composition of the community remains critical to the health, safety and quality of life of Andover residents. Whether it be

core services such as public safety, public works and infrastructure maintenance, or services that promote quality of life, like those delivered by the Community Services divisions, the Town maintains high expectations that ensure that we continue to provide exceptional services to the community.

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. The FY 2026 recommended budget was developed using the fundamental principles of sound municipal finance. These principles are embedded throughout the financial plan alongside creative approaches to offset the rising costs of effective service delivery. Accordingly, the following revenue and expenditure assumptions were used to develop the FY 2026 recommended budget:

Revenues

- **Tax Levy** to increase by the 2.5% (less reserved 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.
- **Excess Levy Capacity** represents the difference between the total amount of revenue being raised by property taxes and the levy limit. Excess Levy Capacity is reserved intentionally in accordance with long-standing Select Board policy.
- **Local Receipt** estimates are based on trend analyses of actual collections by category.
- **State Aid** projections are based on the Governor's Budget proposal (H1), which includes a 2.8% increase in Chapter 70 Funding and a 2.2% increase in Unrestricted General Government Aid.
- **Free Cash** to be appropriated only for one-time capital expenditures while maintaining a stable and healthy balance of Free Cash in future years.

Expenditures

- **Town and School Operating Budgets** to increase only by 2.75% and 3.75%, respectively, prior to transfers and offsets.
- **Solid Waste & Recycling Collection & Disposal** are classified as a fixed cost and the recommendation is consistent with the recently negotiated five-year contract.
- **Retirement** contribution will total \$7,615,614 per the existing funding schedule established by the Retirement Board. This reflects the normal costs and the remaining unfunded liability. The pension obligation bond debt service will be paid out of the Debt Service budget.
- General Fund **Other Post Employment Benefit (OPEB)** funding will be based on the following:
 - 2.5% annual increase to the General Fund appropriation.
 - Appropriating to the OPEB Trust Fund the incremental annual savings in the health insurance budget generated by the OPEB Reform Plan that was adopted in April of 2016.
- **Employee Health Insurance** expense to increase by 10%, 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 target equal to 7% of the Town & School Operating budgets.
- Consistent with best practices, the recommended budget contains direct offsets with revenues from the **Water & Sewer Enterprise Funds**.

Based on the assumptions outlined above, Town departmental personnel and expense budgets, inclusive of transfers and offsets, are increasing by a total of \$1,451,679, of which \$269,731 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 significant budget changes include the following:

Andover Public Schools +\$3,885,714

The FY 2026 recommended budget for the School Department is \$107,504,760, a 3.75% increase from FY 2025. After transfers for Debt Service and Technology, the net increase is 3.73% of the net school budget in FY 2026, for a total of \$106,597,135. The increase is consistent with the tenets of the long-range plan and is net of transfers of \$907,625 to the Town for debt service (\$537,625) related to school improvements projects, as well as the third year of a multi-year effort to move the technology leasing program (\$370,000) from the Capital Improvement Program to the operating budget. The recommended budget includes an additional \$450,000 to offset unanticipated special education costs. It is proposed that these funds be appropriated from taxation and through a separate warrant article, rather than through the operating budget. The School Department expects this to be a one-time appropriation and is confident that these costs may be absorbed within the operating budget in FY 2027.

Compensation Fund +\$1,135,000

All Town union contracts will expire on June 30, 2025. Therefore, there are no cost-of-living adjustments or general wage increases for union personnel reflected in any of the department budgets or personnel detail. The Town will soon begin negotiating with its bargaining groups for successor contracts. The Compensation Fund allows the Town to appropriate a sum of money to fund the wage adjustments or other financial considerations included in settled contracts. These funds will be transferred into departmental budgets upon ratification of the settled contracts and will appear in those budgets in future fiscal years.

Fire Rescue +\$167,242

The recommended budget includes two additional firefighter positions that will support the Town's commitment to increasing the availability of a third ambulance. In FY 2024, the Town added four firefighter positions, which provided Andover Fire Rescue with the staff to put a third ambulance in service 50% of the time. The additional two firefighters will increase the availability of the third ambulance to 75% of the time.

The third ambulance is dispatched from the Ballardvale Fire Station and has represented a major step towards achieving 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 continue evaluating 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.

Employee Health Insurance +\$2,722,786

The health insurance budget will increase 10% in FY 2026. The increase in health insurance costs is driven by a combination of economic pressures, industry trends, and regulatory changes. Rising healthcare inflation, increased use of costly specialty drugs like GLP-1s (Ozempic, Wegovy), and provider consolidations are driving expenses higher. Primary care shortages have led to greater reliance on emergency departments for routine care, further straining the system, while legislative and regulatory mandates at both the State and federal levels continue to add financial pressure. Additionally, the rising costs of advanced medical technology, a surge in high-cost claims exceeding \$150,000 and increased demand for behavioral health services are further escalating expenditures. An aging population requiring more frequent and complex care compounds these challenges, contributing to significant increases in health insurance premiums and overall medical costs.

One way to mitigate cost increases is through plan design changes. However, I do not anticipate requesting the Select Board to consider any changes to health insurance plan design for FY 2026. 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.

Solid Waste +\$163,768

The Town recently entered into a five-year contract with Republic Services, which has been Andover's trash hauler for over twenty years. FY 2026 will be the second year of the agreement which is intended to stabilize the cost of solid waste and

recycling services through FY2029. The average annual increase over the past five years has been 6%. The new agreement includes a 6.64% increase in year one (reflecting a premium for continuing manual pickup) and 5.5% annual increases thereafter. The agreement will eliminate the sharp annual increases that Andover has experienced in past years and that have become the norm in other communities.

The new agreement will maintain existing service levels and transition the community from manual collection to automated collection. As part of the transition to automated collection, the Town has agreed to provide each household, free of charge, one 64-gallon trash cart and one 96-gallon recycling cart. The cost of providing the carts is approximately \$1.25 million and must be paid by June 30, 2029. The recommended budget includes \$550,000 from Free Cash to accelerate the purchase of the carts. These funds would be appropriated through a separate warrant article.

Energy & Utility Costs

The recommended budget reflects the impacts of increasing utility costs. Utility costs for both natural gas and electricity are projected to increase sharply this year by 5.5% compared to FY 2025. These increases come despite favorable gas and electricity supply contracts (including a virtual solar net metering agreement that has saved the Town and schools over \$800,000 last year alone), and sustained energy conservation projects. In fact, the Town has reduced its overall energy use by 11%, from 138,000 million British thermal units (MMBTUs) in FY 2008 to 123,000 MMBTUs in FY 2023. Specifically, our internal energy analysis clearly shows that the major cost drivers are statewide increases in delivery service tariffs from both electric and gas utilities. As an example, National Grid's commercial electric delivery services rate (G-2) increased by more than 8% from January 2024 to January 2025. Similarly, we have observed the Eversource gas delivery rate increase by more than 18% in the last calendar year. These utility trends reveal that energy conservation efforts and behind-the-meter renewable energy projects are more important than ever to control energy costs. The increases in utility costs are included in the recommended budgets for departments and divisions that are responsible for managing buildings.

Pension Funding

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

The pension system is currently 96% funded because of the plan that was approved in 2021. Prior to the implementation of the plan, the pension system was 48% funded.

For FY 2026, the pension appropriation of \$7,615,614 includes the normal cost associated with providing retiree pensions and the required annual contribution to amortize the remaining unfunded liability. It is anticipated that the remaining unfunded liability will be fully funded by 2032.

Other Post-Employment Benefits (OPEB) Funding

In FY2018, the Governmental Accounting Standards Board (GASB) required all municipalities to record their unfunded OPEB liability on their financial statements. When municipalities were notified of this change in GASB regulations over six years ago, Andover recognized its local impact and established a special commission to study the issue and develop recommendations to the Select Board and Town Manager.

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

On April 20, 2016, I presented a plan to the Select Board. The guiding principles of the plan included the following: a “phased in” approach to employee contribution increases, mitigating potential impacts to current retirees, maintaining a quality benefit plan for retirees and establishing a funding schedule that redirects any potential savings from changes to retiree premium contributions to the OPEB trust fund and therefore reducing Andover’s long-term unfunded liability. FY2020 was the fourth and final year of the phasing-in process.

The last component of the plan was to redirect any savings from increases in premium contributions to the OPEB Trust Fund. Based on the existing funding schedule and the plan adopted by the Select Board, it is estimated that the Town will fully fund its OPEB obligation in 37 years. As a result of the existing funding schedule and other steps taken through collective bargaining, the Town is able to mitigate the overall rate of growth of the unfunded liability.

The FY 2026 recommended budget includes a total appropriation of \$1,964,349 to the OPEB trust fund.

Water & Sewer Enterprise Funds

Over the past two years, the Select Board approved comprehensive rate plans for both the Water and Sewer Enterprise Funds.

The plan for the Water Enterprise Fund includes modifications to the tier structure and built-in annual rate increases that will sustain the existing capital program while also funding the long-term necessary upgrades to the Water Treatment Plant. The new plan is intended to maximize the revenue potential of the Town’s Water Agreement with the Town of North Reading. 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 budgeted water rate increase for FY 2026 is 6%.

Similarly, the plan for the Sewer Enterprise Fund was designed to continue to support the operations of the Sewer Division while also providing the resources to adequately invest in the collections system, including major investments in the Town’s pump stations and improvements to the Shawsheen River Interceptor. The budgeted sewer rate increase for FY 2026 is also 6%.

Future Budget Performance and Outlook

Looking beyond FY 2026, the most significant financial challenges we expect to face are a.) sustainability of economic growth b.) the need to remain competitive in the marketplace for talented employees c.) the cost of employee health insurance d.) the rising costs of goods and services and e.) addressing the major capital needs of our school buildings.

The Long Range Financial Plan serves as the foundation for the Town’s budgeting activities. The version of the plan included in this year’s budget (see page 163) shows budget deficits in future years, beginning in FY2027. Future deficits are often a reality in municipal budgeting. Revenue estimates are intended to be conservative and are closely monitored by the Department of Revenue as part of the annual approval process. The Town has been able to reduce the projected deficits in FY2027-FY2029 from the amount that was projected at this time last year. While that represents progress, closing the deficit will require effective financial planning and consistent revenue growth.

As important as it is to maintain a financial plan, it is critical to understand the pathways that may help close future deficits. Further, even when the financial plan is enhanced with creative decision-making, it is sometimes unavoidable that factors beyond the Town’s control may have a significant impact on the Town’s ability to balance future budgets. Some examples include economic downturns and slowed investment in residential and commercial development, market realities that result in increases in the cost of health insurance and goods and services and the increasing cost of construction and contracted services.

I expect that we will continue to explore creative strategies to effectively address these challenges in a manner that is fiscally responsible and sensitive to the impact to taxpayers. In order to do so, the Town must remain committed to the tenets of the long-range financial plan. The Town has made major progress towards establishing long term financial stability by reshaping

how we fund our pension liability and by implementing reforms that change pension eligibility and that require contributions from active employees. While looking ahead, we must remain cognizant of the other budget drivers that may pose challenges to our ability to present balanced budgets in the future and impact our ability to meet the evolving needs and expectations of our community. Property taxes and the annual increases borne by taxpayers will continue to be a primary consideration throughout the budget development process. Budget controls and expenditure limitations alone will not result in an equitable balance between property tax relief and our ability to meet service delivery expectations. Budget controls and expenditure limitations must be coupled with an economic development strategy that further diversifies the overall tax base in order to effectively manage the impacts of property taxes over time.

Andover has been fortunate to have realized historic economic growth across property classifications for several years leading up to FY 2026. Because similar growth cannot be relied upon in the long term, the Town will need to continue developing a realistic economic development strategy that promotes responsible growth within our community. The Town’s ability to expand its tax base through responsible development will further provide long term stability and mitigate the financial impacts of providing services and financing major capital expenditures.

Shortly after Town Meeting, I look forward to conducting workshops with the Select Board, Finance Committee and School Committee to discuss the current Long Range Financial Plan. My goal and priority for FY 2027 is to release an updated version of the plan that provides the Town with clear options that will support the Town’s ability to balance the budget through FY 2031. In maintaining a financial plan, it is critical to reach consensus on the principles and tenets that are used to guide the plan and budgetary decisions in future years. This process takes time and effort; however, this process will lead to a plan that is credible and that can be relied upon in future years.

Capital Improvement Program

The Town Manager’s Recommended CIP for FY 2026 totals \$23,639,722. The revenue sources shown below indicate how the program will be fiscally supported.

The details of the recommended projects, as well as the individual items in the Capital Projects Fund, are described on the following pages.

As in every past CIP, the departmental requests far exceeded the resources available. However, through a collaborative process, the CIP was crafted in a manner consistent with the financing plan presented within this document and begins the budget process for FY 2026 in a fiscally responsible manner.

<i>FY 2026 Capital Improvement Program</i>	
General Fund Revenue	\$2,603,528
General Fund Borrowing	\$4,830,000
Use of Free Cash	\$3,865,000
General Fund Exempt Borrowing	-0-
Special Dedicated Funds	\$2,041,194
Water and Sewer Enterprise Funds	\$10,300,000
Total Recommendation	\$23,639,722

Meeting the Target

Standard and Poor’s continues to affirm Andover’s credit worthiness and the Town’s “AAA” General Obligation bond rating, the highest rating available to municipalities. In fact, the most recent report gives Andover a “strong or very strong” rating in each of the seven assessment factors: economy, budget flexibility, budgetary performance, liquidity, debt profile, management conditions and institutional framework. Standard and Poor’s has upgraded the Town’s debt profile from being weak, which was a direct result of the recent borrowings for the Pension Obligation Bond Plan and the West Elementary & Shawsheen Preschool. While the Town’s debt profile was initially weakened, the Pension Obligation Bond plan funded a major portion of the unfunded pension liability and reduced anticipated pension costs by approximately \$100,000,000. Therefore, in the view of Standard and Poor’s, the Town’s overall debt and liability profile remains manageable. Additionally, the savings resulting from the Pension Obligation Plan will help stabilize the operating and capital budgets in future years.

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. As described earlier in this letter, I have worked to develop a revised spending target that is sustainable in the context of the limitations of Proposition 2 ½ and that ensures we are able to meet the long-term needs of our community. The target for overall spending within the limitations of Proposition 2 ½, otherwise known as the non-exempt plan, sets the outer limit of what the CIP will spend in any given fiscal year. For reference, the term “non-exempt debt service” means that the related debt service is not exempt from the limitations of Proposition 2 ½. Debt service authorized through the “debt exclusion” process, which requires both a Town Meeting and ballot vote, is referred to as exempt debt service. The “non-exempt plan” includes the three components of the CIP that comprise the target. The target for FY 2026 and the future years of the plan is 7.5% of the Town & School Operating Budget.

Prior Non-Exempt Debt Service
+
New Non-Exempt Debt Service
+
General Fund Revenue
=
Total Non-Exempt Plan

The FY 2026 CIP meets the target and includes a balanced approach to investing in all functions of the municipal organization. The plan provides Town Departments & Divisions, as well as the School Department, with the resources necessary to effectively and efficiently meet the needs of those they serve.

The plan has been balanced in future years so that requests for funding do not exceed available resources. The table below provides a summary of the 5-year plan. The plan has intentionally maintained funding capacity in future years in order provide flexibility to meet future or unanticipated needs in the coming years.

		FY26	FY27	FY28	FY29	FY30
Non-Exempt Plan	General Fund Revenue	2,603,528	2,742,940	2,926,573	2,981,251	3,146,457
	Existing Non-Exempt Debt Service	9,591,887	8,713,155	8,127,220	7,457,824	7,003,611
	New Non-Exempt Debt Service	102,300	576,558	1,356,656	2,122,817	3,020,655
	Plan Total	12,297,715	12,032,653	12,410,449	12,561,892	13,170,723
Offsets	<i>Revolving</i>			(118,750)	(115,938)	(208,125)
	<i>Capital Carryforward</i>	(200,000)	(200,000)	(150,000)	(100,000)	(100,000)
	<i>Doherty Offset</i>	(537,625)	(537,625)	(537,625)	(537,625)	(537,625)
Net Non-Exempt Plan		11,560,090	11,295,028	11,604,074	11,808,329	12,324,973

		FY26	FY27	FY28	FY29	FY30
Variance From 7.5% Target	CIP as % of Budget (Current Plan)	7.55%	7.13%	7.08%	6.96%	7.02%
	\$ Variance	75,073	(587,416)	(689,748)	(911,316)	(835,458)

Capital Project Fund (General Fund Revenue)

The recommendation for the Capital Project Fund is \$2,603,528 from General Fund Revenues. This funding source is used for projects, capital acquisitions or improvements that generally do not warrant or require debt service in order to be funded. The recommendation for funding Town Department requests is \$1,318,528 and \$1,285,000 for School Department requests.

Approximately 86% of this funding source is used to fund maintenance projects within our Town and School buildings. Improvements include preventative maintenance work, security improvements and various energy initiatives. Additionally, the recommendation includes funding for public works vehicles, our Participatory Budgeting Program, hazardous tree removal, various conservation priorities and a comprehensive study of sections of the Town’s drainage system.

General Fund Borrowing

The plan includes several projects totaling \$4,830,000 that will require general fund borrowing. These are projects that will

require debt service which is reflected in our budget model as new non-exempt debt service. \$2,090,000 is being recommended for major Town projects, which includes replacement of a portion of the roof at Memorial Hall Library, partial replacement of a portion of the roof at the Public Safety Center (with the balance of funding coming from Free Cash), flooring and carpeting replacement at Town buildings, improvements to fire suppression systems and ceilings at Town buildings and improvements to the building at Spring Grove Cemetery. \$680,000 has been allocated for major School projects, which includes replacement of the generator at Sanborn School, renovation of the offices and security vestibule at West Middle School and design funds for a new playground at Sanborn School and for a new playing surface and accessible walkway at Lovely Field.

The plan also includes \$495,000 from general fund borrowing for improvements to parks, playgrounds and other public spaces. Funds have been included for the construction of an ADA compliant kayak launch at Nason's Landing, access improvements to the Shawsheen River and for structural repairs to the gazebo in The Park.

General fund borrowing is also being recommended for the replacement of an ambulance, improvements to Elm Square and for DPW vehicles and storm drainage improvements.

Free Cash

The Town's Free Cash Balance for FY 2026 is \$18,978,730. The CIP recommends that \$3,865,000, or approximately 20% of the certified Free Cash balance, be appropriated to fund major improvements to the public safety communications system and the entirety of the Town & School technology program. Free Cash will also be used to fund the replacement of a portion of the roof at the Public Safety Center, the Town's sidewalk program, the annual replacement program for police vehicles and for the purchase of resident trash and recycling carts. While the total recommended appropriation from Free Cash is higher than in past years, it is consistent with the average (as a percentage) amount appropriated over the past four years. On average, the annual appropriation from Free Cash for capital improvements has been approximately 20% of the certified balance.

\$450,000 is being requested to replace the Public Safety Simulcast Radio System. This was a joint request from both the Police Chief and Fire Chief and would fund the replacement of the current radio system, which is at the end of its useful life. The current system is an analog system and is approximately 30 years old. The coverage area in both the south and west areas of Town has continued to decrease significantly – this presents safety issues for both first responders and members of the public who are in need of service. An additional \$275,000 is being requested by the Fire Chief in order to complete the final phase of replacing the portable radios assigned to Fire Rescue personnel. To date, the Town has funded the replacement of approximately 75% of the former Motorola XTS 1500 radios. These funds would complete the replacement process for the entire department.

A total of \$1,000,000 is recommended for Innovation & Technology for IT infrastructure improvements and for student and staff devices. Last year was the third year of a multi-year program to transition funding for student device leases from the CIP into the Innovation & Technology operating budget. The Town and the School Department have partnered in this to ensure the sustainability of our device deployment and maintenance program. As a result of the program, the CIP request for student device refresh has been reduced to \$150,000. A major portion of the funding for IT infrastructure improvements is intended to support the Town's cybersecurity efforts. Looking ahead, the CIP is not able to accommodate significant fluctuations in technology capital expenditures, and we have worked with the Town's new Chief Innovation Officer Ryan Knowles to develop a program that we expect will have a manageable and predictable funding schedule moving forward. That schedule has been incorporated into future years of the plan, and I want to thank Ryan for his work on evaluating organizational needs and developing a plan accordingly.

As has been the case for the past several years, 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 typically recommended in Town Meeting Article 5 (General Fund Revenue).

Similarly, Free Cash is being used to fund the Town sidewalk program, including minor sidewalk repairs and major sidewalk improvements and/or construction of new sidewalks. Investments in sidewalks will be prioritized based on the Town's Sidewalk Master Plan. This document was published in September 2023 following an intensive planning process. It provides a comprehensive strategy to enhance Andover's sidewalk network, provide an improved level of service, and inform decisions related to sidewalk maintenance and rehabilitation efforts.

Given the total cost (\$900,000) of replacing a portion of the roof at the Public Safety Center, \$245,000 is being recommended from Free Cash to fund this project. The balance will be funded from general fund borrowing. This split funding approach has been used in the past and is being proposed for projects moving forward. This approach supports funding major projects within the funding target.

As previously mentioned under the Solid Waste section of the budget letter, the Town will be transitioning to automated pickup for trash and recycling collections. Automated pickup requires that each household have a Town issued cart for both trash and recycling. The Town will be providing each household with an initial set of carts. The cost of providing carts is approximately \$1.25 million which will need to be paid by June 30, 2029. The budget recommends using \$600,000 from Free Cash to fund the purchase of the carts. This is an opportunity to use the Town's fund balance to support a service valued by all residents.

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.

Special Dedicated Funds

Chapter 90, Major Annual Road Maintenance, is recommended to be funded at \$2,041,194. This is a significant increase from prior years and reflects an increase in funding from the Commonwealth of Massachusetts through the Fair Share Amendment.

Water and Sewer Enterprise Funds

The Water and Sewer Enterprise Fund will support six recommended projects for FY 2026 totaling \$10,300,000. We recommend that \$6,000,000 be appropriated for the continuation of the major water main replacement program and \$300,000 for granular activated carbon, which is an essential part of the water filtration system. \$1,850,000 is recommended for improvements to the Raw Water Pumping Station, \$650,000 for Wood Hill Pumps & Motor Control Center, \$500,000 for design work associated with the Fish Brook Pumping Station and \$1,000,000 for design and engineering services in anticipation of the rehabilitation of the Shawsheen Pumping Station.

The Select Board adopted a rate plan for the Water Enterprise Fund in 2023 and for the Sewer Enterprise Fund in 2024. The capital requests are consistent with those rate plans. With respect to the Water Enterprise Fund, the rate plan contemplated continuing the annual accelerated water main replacement program at \$6,000,000 per year. After FY 2026, based on the progress that has been made through the accelerated program, it is likely that the CIP will include recommendations that shift some of the funds earmarked for water mains to other improvements to support the Water Treatment Plant and pumping stations throughout the distribution system. The goal is to build a balanced capital program for the Water Division that can realistically be funded through the current rate plan, which is scheduled to run through FY 2029.

Tax Implications of the Recommended Budget & Capital Improvement Program

The Select Board and Town Manager's goals include deepening the understanding of the relationship between the budget and the annual tax increase. By analyzing the budget and other expenditures, and if the shares of each classification of property (Residential, Commercial, Personal Property) remain the same as a percentage of the total levy for FY 2026, the projected average single family tax bill increase for FY 2026 is 4.95%. This is inclusive of the final debt issuance for the

West Elementary and Shawsheen Pre-School, which Town Meeting voted in 2021 to exclude from the limits of Proposition 2 ½. This projection also includes the means tested senior tax exemption, which provides property tax relief to qualified seniors.

The table below provides a breakdown of the projected increase:

Budget Components	% Increase	\$ Increase	Factors
Budget Development	3.48%	\$447	Subject to valuations and changes in the levy share
West Elementary/Shawsheen Pre-School New Exempt Debt – Issuance #4	1.30%	\$167	Subject to the Select Board’s vote related to the percentage match of the State Circuit Breaker
Senior Tax Exemption	0.17%	\$22	Subject to valuations and changes in the levy share, and actual bond market experience and interest rate

The increase resulting from the Recommended Operating Budget and Capital Improvement Program is consistent with the Town’s long range financial plan and with the 10-year average single family tax bill increase.

The senior tax exemption provides a match of up to 100% of the Massachusetts Senior Circuit Breaker Tax Credit to qualifying Andover residents. This exemption is not a budgeted expense and is funded through a redistribution of the overall tax burden. In FY 2025, the Massachusetts Senior Circuit Breaker Tax Credit increased, allowing for additional tax relief through Andover’s exemption.

Proposition 2 ½ limits the total amount a community may levy (i.e., raise in property taxes) to no more than 2.5% more than the prior year tax levy, plus the value of New Growth, or new taxable value to the city or town. Proposition 2 ½ does not limit a household’s tax bill to a 2.5% annual increase – it only limits the amount that can be raised from residential, commercial, and personal property taxpayers. There are many factors that can affect the projected increase, as well as a taxpayer’s ultimate tax bill increase.

A property’s assessed value, or the determination of the full and fair value of a property, can impact the increase to the tax bill.

- If your home’s assessed value increases at a rate that is more than the average single-family home assessed value increase, your tax bill increase will be **higher** than average.
- If your home’s assessed value increases at a rate that is lower than the average single-family home assessed value increase, your tax bill increases will be **lower** than average.

If there is disproportionate value growth across tax classifications, this change in levy share can impact the annual increase to the average tax bill.

- If the total value of residential values increase and the value of commercial properties decrease, residential properties will shoulder more of the tax levy – in this instance, residential tax bills will be higher than the 10-year average.
- If one class of property increases at a disproportionate amount relative to another class, the class of property with the lower value growth rate will likely see an increase that is lower than the 10-year average.

In addition to these market-driven changes, and the Select Board’s ability to shift the levy shares between tax classifications, “debt exclusion” votes and the resulting exempt debt service also impacts tax bills. As exempt debt service is retired, the decrease in debt service payments mitigates the total increase in tax bills. Conversely, new exempt debt service contributes to the increase in tax bills. It is important to note that market factors such as interest rates can impact

the total cost of exempt debt service, and the exact interest rate is not known at the time of the projection. For example, the anticipated final debt issuance for the West Elementary and Shawsheen Preschool will be issued within FY 2026 and the final amount, including interest costs, will be known prior to the tax rate being set.

These factors will contribute to the tax setting process in which the Select Board applies a tax shift and determines the tax rate for each class of property. These factors and their relative impact on the average single family tax bill will not be determined until the tax classification process concludes in December of 2025.

Aligning Select Board Goals & Objectives with Budget Priorities

I am pleased to report that the funding decisions contained in the FY 2026 budget fully integrate the Select Board's priorities as articulated in the goals and objectives that have been discussed by the Board in open meetings throughout this past year. Below is an overview of how the Board's input has been integrated into the budget by goal area:

Administration & Finance

- The budget includes the addition of two additional firefighters to increase the service levels of Andover Fire Rescue's third ambulance (A3) so that it is operational 75% of the time, up from 50%. This increase in service is reflective of the number of emergency medical calls responded to by this ambulance out of the Ballardvale Fire Station. This additional ambulance was added in FY 2024 and has been a service increase, the costs of which have been offset by additional ambulance billing revenues.
- Consistent with the Town's vigilance regarding technology safety and security, funds are recommended within the Capital Improvement Program to bolster the Town's defenses to cyber threats. This ongoing commitment includes network, software and hardware upgrades, as well as employee training.
- As the Town prepares to negotiate successor agreements with its unions, an appropriation to the Compensation Fund is recommended to fund any agreements reached with the Town's six unions during FY 2026. As a result, only contractual step or longevity increases appear within department salary budgets, with any other negotiated compensation to be drawn from the Compensation Fund.
- As the Town prepares for a shift in FY26 to automated trash and recycling pick-up, the proposed budget allocates \$600,000 for the purchase of trash carts for each Andover household. This use of Town funds removes a burden on households and will facilitate a smoother transition from our current trash pick-up practices.
- The Town continues to place a premium on developing new approaches and programs aimed at promoting the Town's effort to recruit and retain a talented workforce. A commitment to our employee wellness, training, and professional development programming are included in the recommended budget.

Capital Improvements

- As students and School Department staff will no longer occupy the Shawsheen School and move into the new building alongside the West Elementary School, the Town will take custody of the Shawsheen School in FY 2026. While the Town evaluates the future use of this building and the surrounding property, the proposed plan is to use the accessible spaces within the building for recreation programming. This interim use will fully offset the Town's costs of maintaining the building while the community considers next steps.
- As the Town continues the public process of advancing the redesign of Elm Square to improve pedestrian access and safety, a construction appropriation is recommended for the selected intersection design alternative.

Communications and Resident Engagement

- The FY 2026 recommended budget includes resources to develop web-based platforms to maintain information about town-wide projects. This will facilitate greater engagement and communication related to major capital projects.

River and Open Space Access

- In addition to completing the Merrimack River Access Project, funds are also recommended to increase access to other natural resources including the construction of an ADA kayak launch at Nason's Landing along the

Shawsheen River, design funds for improvements to the accessibility of Pomp's Pond and the bathhouse, and a new biennial commitment to funding access improvements along the Shawsheen River.

Community Engagement

In recent years, the Town has taken significant steps to enhance communication and community engagement. With the addition of a Communications Director in January 2023, the Town has developed new content channels to consistently and reliably keep residents informed about Town news, events, and key developments.

The Bartlet Street Dispatch, the Town's official newsletter which was launched in 2023, has quickly become a valuable source of information for thousands of subscribers. Additionally, the Andover Insider Text Program, introduced in early 2024, offers residents a new way to stay informed by text message. Subscribers to the program receive periodic text messages about Town news. The service is designed to be conversational, allowing residents to text the Town Manager's Office directly with questions about Town services. For its creativity and effectiveness in communicating with residents, this program in January earned the Kenneth Pickard Municipal Innovation Award from the Massachusetts Municipal Association. Both platforms have seen an increase in subscribership over the past year.

The Town has continued to proactively leverage social media, resulting in a continued increase in reach and engagement on platforms most frequently used by our residents including Facebook and Instagram. This proactive approach ensures that residents receive timely updates and can interact with the Town more easily.

Each year, the Town undertakes educational efforts in the lead-up to the Annual Town Meeting, including brief informational videos about key articles on the warrant. These initiatives aim to improve the accessibility of information related to Town Meeting warrant articles and have been beneficial in helping residents understand complex topics that they will be asked to vote on.

We have also continued to implement major community engagement projects such as Andover Central, the Town's 311 Center, Mobile Town Hall, which brings Town services directly to residents in convenient locations, and the Andover Leadership Academy, a 12-week course designed to advance understanding of and participation in civic affairs as well as to increase awareness of the challenges facing municipal government

Looking ahead, the Town remains committed to improving communication and engagement with residents. The channels created will be valuable in reaching residents throughout the year ahead, including during the transition to automated trash and recycling collection in July 2025.

Conclusion

We remain committed to meeting the expectations of Andover residents. The Administration and Senior Management Team will continue to collaboratively develop creative approaches that position the Town to confront our complex challenges and to improve services within the constraints of 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 2026 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, Assistant Superintendent for Administration & Finance Keith Taverna and the School Committee for their collaboration on this budget, and I look forward to their support as we continue to prepare for Town Meeting. I want to recognize Assistant to the Town Manager Amy Heidebrecht and Director of Communications Phil Geoffroy for their assistance in developing a quality budget document that maintains Andover's commitment to excellence in municipal budgeting. I especially want to thank Town Accountant/Assistant Chief Financial

Officer Hayley Green and Administration & Finance Analyst Sarah Carroll for their extraordinary efforts throughout the budget process. Hayley and Sarah regularly worked nights and weekends to ensure that the budget was balanced and developed in a manner that is consistent with Town policies, State law and the regulations of the Department of Revenue. I also want to thank Deputy Town Manager Michael Lindstrom and Deputy Town Manager Austin Simko for providing their guidance throughout the budget process.

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

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'A. Flanagan', with a stylized flourish at the end.

Andrew P. Flanagan
Town Manager



SECTION 3

Executive Budget Summary

EXECUTIVE SUMMARY

THE OVERALL BUDGET

The FY2026 Town Manager's Recommended Budget inclusive of water and sewer enterprise funds is \$253,311,566, an increase of 2.95%. The total general fund budget is \$233,390,260, an increase of 4.59%. The Article 4 Operating Budget is \$244,285,295, an increase of 3.76%.

TOWN DEPARTMENTS

The FY2026 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$45,903,129. This represents a \$1,228,551 or 2.75% increase over the FY2025 appropriation of \$44,674,578.

The FY2026 budget recommendation includes Personnel Services and Operating Expenses for all Town departments. In addition, there will be a transfer of \$370,000 from the School Department for technology, and a transfer of \$269,731 the Unfunded Liability Account. The total recommended appropriation for the Town budget is \$45,355,622 which is inclusive of the transfers and offsets from the Water & Sewer Enterprise Funds. The FY2026 Recommended Budgets for the Water and Sewer Enterprises are \$13,627,252 and \$6,294,055 respectively.

SCHOOL DEPARTMENT

The Town Manager's FY2026 Recommended Budget for the School Department is \$107,504,760. This sum represents a \$3,885,714 or a 3.75% increase over the FY2025 budget of \$103,619,046. Net of the transfer to the Town of \$370,000 for technology and \$537,625 to offset debt service costs for school projects, the total appropriation for the School Department will be \$106,597,135. The Town Manager is also recommending that \$450,000 be appropriated through a warrant article to offset one-time unanticipated special education expenses.

FIXED COSTS AND OBLIGATIONS

Regional High Schools - For FY2026, the sum of \$1,392,134 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 \$40,548 over the FY2025 budget of \$1,351,587. This is a preliminary estimate and may change when the two Regional School Committees vote on their appropriations in the coming months.

Debt Service - The sum of \$28,397,652 is recommended for FY2026. This represents an increase of \$445,223 or 1.59% over FY2025. This amount includes the fourth year of the pension obligation bond debt service, as well as the debt service related to the two major debt issuances for the West Elementary/Shawsheen Preschool project. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges.

Employee Health Insurance - The sum of \$27,649,530 is recommended for FY2026. This amount represents a 10% increase from the FY2025 budget (\$2,513,594). The recommended appropriation is \$27,372,059 which includes the offset from the Water & Sewer Enterprise Funds. This preliminary amount is subject to change based on the results of the rate setting process currently underway.

Retirement Fund - The sum of \$7,855,142 is recommended for FY2026. This appropriation reflects an increase of \$356,243 or 5% over the FY2025 assessment. The recommended appropriation is \$7,615,614 which reflects the offset from the Water & Sewer Enterprise Funds. In FY2022 the Town issued \$165,000,000 in Pension Obligation Bonds which funded approximately 90% of our unfunded liability. The FY2026 pension assessment amount to be contributed reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2032 using a discount rate of 5.75%.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program for FY2026 totals \$12,247,915 which includes \$2,603,538 from General Fund Revenue (cash capital) and \$9,644,377 in non-exempt debt service costs. The balance includes

EXECUTIVE SUMMARY

\$200,000 from previously appropriated capital balances to offset the total cost of the Capital Improvement Program for FY2026.

WARRANT ARTICLES

Town financial articles that are being funded through taxation total \$914,000 and articles funding capital expenditures with the use of Free Cash total \$3,865,000.

REVENUES

At the time of the release of this budget, it is projected that the total revenue and other funding sources available and recommended for the FY2026 Budget is \$233,390,260. Property taxes account for 85% of the Town's total revenue sources available to fund the FY2026 General Fund budget. Local revenues sources account for 5.65% of the budgeted revenues, while State Aid contributes 8.98%. Other revenue sources account for 0.05% of total budget revenues. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

Property Taxes. FY2026 Property Taxes are recommended at \$198,281,951. This is a 3.39% increase over FY2025 taxes as approved by the MA Dept. of Revenue in December of 2024. The FY2026 budget preserves \$300,000 in excess levy capacity. There is an additional \$10,171,670 of property taxes attributed to the Proposition 2½ debt exclusions for previously approved building projects and 26% of the debt service attributable to Pension Obligation Bonds. New Growth has been estimated at \$1,931,422 for FY2026, representing a 10-year adjusted average.

State Aid. The sum of \$17,809,786 is included in revenues to reflect Andover's estimated State Aid for FY2026. This number is based on the Governor's recently released FY2026 budget and reflects an increase of \$529,578 or 3.12% over the Town's FY2025 budgeted State Aid of \$17,270,208.

Local Revenues. Local revenues are projected at \$13,183,523 for FY2026. This represents a 10.16% increase over FY2025 and is consistent with a trend analysis that is used for the purposes of estimating future receipts.

Water and Sewer Enterprise Funds. Revenues from the Water & Sewer Enterprise Funds are projected to offset expenses totaling \$19,921,306 in FY2026. This figure is reflective of multi-year rate plan by the Select Board/Water Commissioners.

Free Cash. The Town's Free Cash balance that will be available for the 2025 Annual Town Meeting is \$18,978,730. The Recommended FY2026 Budget proposes to appropriate \$3,865,000 from Free Cash for minor sidewalk repairs, the Town sidewalk program, hazardous tree removal, a Shawsheen culvert study, fire rescue equipment, technology devices, IT infrastructure projects, police vehicles, replacement of the public safety simulcast radio system and replacement of the roof at the Public Safety Center. Free Cash is also being recommended to fund a portion of the cost of purchasing trash and recycling carts for all households as part of the Town's transition to automated trash and recycling collection. There is no use of Free Cash being proposed to support operating budgets.

EXECUTIVE SUMMARY

	FY2025 Budget	FY2026 Budget	Change	
			\$	%
Revenue				
Property Tax	\$ 191,776,235	\$ 198,281,951	\$ 6,505,716	3.39%
State Aid	\$ 17,270,208	\$ 17,809,786	\$ 539,578	3.12%
Local Receipts	\$ 11,967,374	\$ 13,183,523	\$ 1,216,149	10.16%
Free Cash for Articles	\$ 2,035,000	\$ 3,865,000	\$ 1,830,000	89.93%
Other Revenue	\$ 100,000	\$ 250,000	\$ 150,000	150.00%
Total Revenue	\$ 223,148,818	\$ 233,390,260	\$ 10,241,442	4.59%
Expenditures				
Town Departments	\$ 44,349,206	\$ 45,355,622	\$ 1,006,416	2.27%
School Department	\$ 102,761,421	\$ 106,597,135	\$ 3,835,714	3.73%
Capital Budget	\$ 11,870,556	\$ 12,247,915	\$ 377,359	3.18%
Exempt Debt - Capital	\$ 7,379,967	\$ 7,230,795	\$ (149,172)	-2.02%
Pension Obligation Bond	\$ 11,279,341	\$ 11,322,470	\$ 43,129	0.38%
Retirement & Health Insurance & OPEB	\$ 33,678,884	\$ 36,952,022	\$ 3,273,138	9.72%
Insurance, Workers' Comp, Unemployment	\$ 1,486,002	\$ 1,365,524	\$ (120,478)	-8.11%
Solid Waste	\$ 4,140,132	\$ 4,303,900	\$ 163,768	3.96%
Technical Schools	\$ 1,351,587	\$ 1,392,134	\$ 40,547	3.00%
Warrant Articles - Free Cash	\$ 2,035,000	\$ 3,865,000	\$ 1,830,000	89.93%
Warrant Articles - Taxation	\$ 1,052,033	\$ 914,000	\$ (138,033)	-13.12%
Total Expenditures	\$ 221,384,130	\$ 231,546,517	\$ 10,162,387	4.59%
Non-Appropriated Expenses	\$ 1,764,687	\$ 1,843,743	\$ 79,056	4.48%
Surplus / (Deficit)	\$ 0	\$ 0	\$ 0	0%

EXECUTIVE 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 – FY2025 Budget	\$0
Free Cash for the FY2026 Budget	\$0

Appropriations to fund capital requests

Purchase of Resident Trash & Recycling Carts	\$600,000
Minor Sidewalk Repairs	\$250,000
Town Sidewalk Program	\$550,000
Hazardous Tree Removal	\$75,000
Shawsheen Culvert Study	\$150,000
Cordless Battery-Operated Rescue Tools	\$60,000
Annual Staff Device Refresh	\$300,000
Annual Student Device Refresh	\$150,000
IT Infrastructure	\$550,000
Police Vehicle Replacement	\$210,000
Public Safety Simulcast Radio System	\$450,000
Multi Band Portable Radios	\$275,000
Public Safety Center Roof	\$245,000

From Taxation

Special Education Appropriation	\$450,000
Pension Obligation Bond Reserve	\$150,000
Public Safety Medical Costs	\$200,000
Elections & Town Meeting	\$75,000
Support for Andover Day	\$25,000
Jerry Silverman Fireworks	\$14,000

From General Fund Borrowing

Public Works Vehicles – Large	\$300,000
Minor Storm Drain Improvements	\$100,000
Elm Square Safety Improvements	\$600,000
Town Parks & Playgrounds	\$495,000
Major Town Projects	\$2,090,000
Fire Rescue Vehicles	\$565,000
Major School Projects	\$680,000

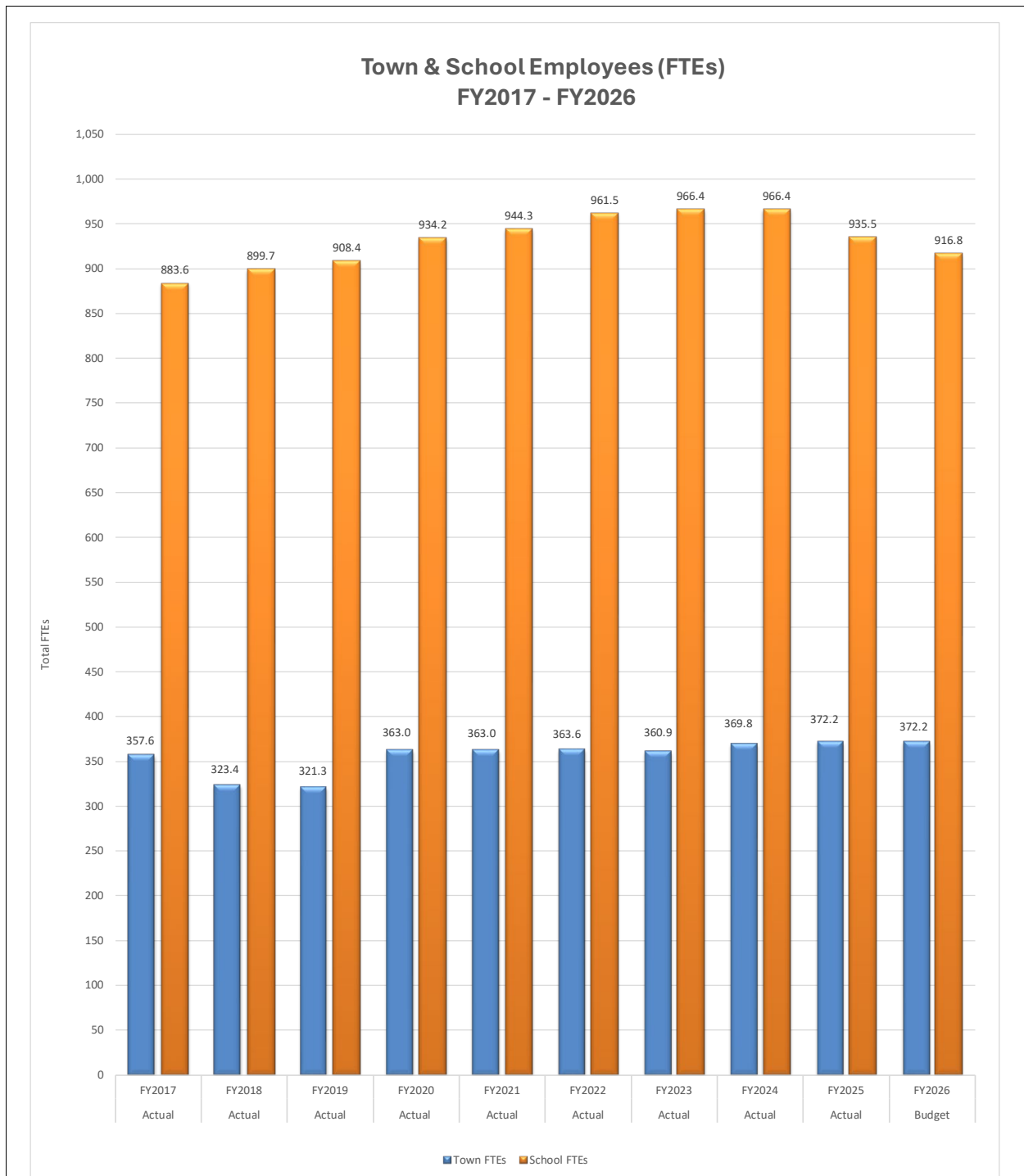
From Special Dedicated Funds

Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000
Overlay Surplus	\$10,000

From Water & Sewer Enterprise Funds

Water Main Replacements (Water Borrowing)	\$6,000,000
Granular Activated Carbon Replacement (Water Borrowing)	\$300,000
Wood Hill Pumps and Motor Control Centers (Water Borrowing)	\$650,000
Fish Brook Pumping Station (Water Borrowing)	\$500,000
Shawsheen Pumping Station (Sewer Borrowing)	\$1,000,000
Raw Water Pumping Station (Water Borrowing)	\$1,850,000

EXECUTIVE SUMMARY



	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Actual FY2021	Actual FY2022	Actual FY2023	Actual FY2024	Actual FY2025	Budget FY2026	10-Yr FTE Change
Town FTEs	357.6	323.4	321.3	363.0	363.0	363.6	360.9	369.8	372.2	372.2	14.6
School FTEs	883.6	899.7	908.4	934.2	944.3	961.5	966.4	966.4	935.5	916.8	33.2
Total FTEs	1,241.2	1,223.0	1,229.6	1,297.2	1,307.3	1,325.1	1,327.3	1,336.2	1,307.7	1,289.0	47.8

*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.

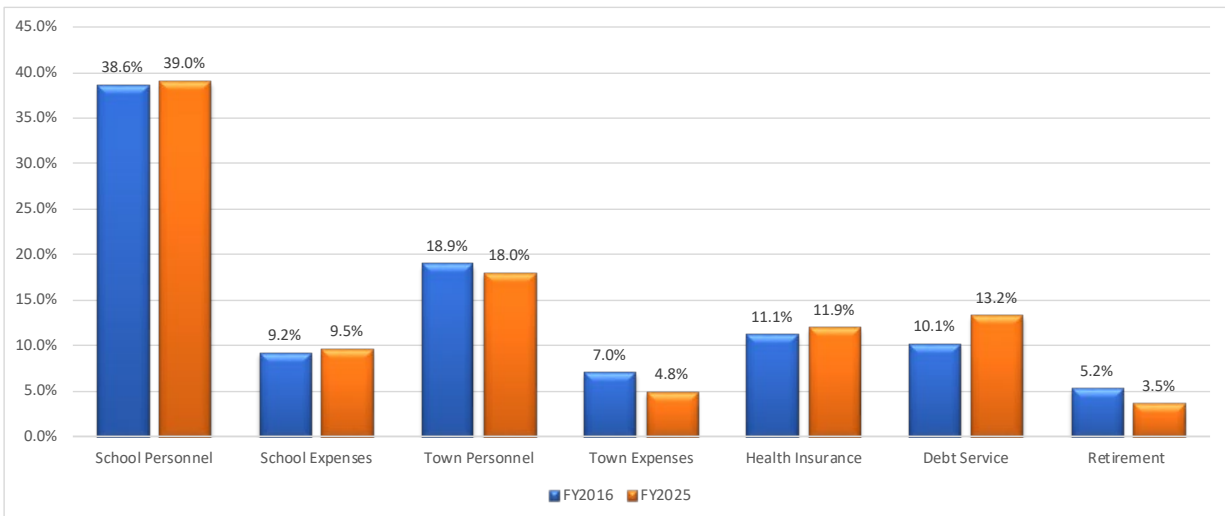
EXECUTIVE SUMMARY

10 Year Proportional Change to Major General Fund Revenues FY2016 - FY2025



Major Gen. Fund Revenues	FY2016	Pct. %	FY2025	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$119,797,140	83.8%	\$178,741,878	85.0%	\$58,944,738	49.2%	\$5,894,474	4.9%
State Aid	\$12,770,543	8.9%	\$16,852,064	8.0%	\$4,081,521	32.0%	\$408,152	3.2%
Local Revenues *	\$10,407,163	7.3%	\$14,603,640	6.9%	\$4,196,477	40.3%	\$419,648	4.0%
* Including Dept. Offset Receipts	\$142,974,846	100.0%	\$210,197,582	100.0%	\$67,222,736		\$6,722,274	

10 Year Proportional Change to Major General Fund Expenditures FY2016 - FY2025



Major G.F. Expenditures	FY2016	Pct. %	FY2025	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$59,210,775	38.6%	\$82,357,443	39.0%	\$23,146,668	39.1%	\$2,314,667	3.9%
School Expenses	\$14,085,816	9.2%	\$20,120,891	9.5%	\$6,035,075	42.8%	\$603,508	4.3%
Town Personnel	\$29,026,535	18.9%	\$37,929,747	18.0%	\$8,903,212	30.7%	\$890,321	3.1%
Town Expenses	\$10,676,767	7.0%	\$10,138,734	4.8%	-\$538,033	-5.0%	-\$53,803	-0.5%
Health Insurance	\$17,052,416	11.1%	\$25,135,936	11.9%	\$8,083,520	47.4%	\$808,352	4.7%
Debt Service	\$15,443,134	10.1%	\$27,952,429	13.2%	\$12,509,295	81.0%	\$1,250,930	8.1%
Retirement	\$7,946,015	5.2%	\$7,481,089	3.5%	-\$464,926	-5.9%	-\$46,493	-0.6%
	\$153,441,458	100.0%	\$211,116,269	100.0%	\$57,674,811		\$5,767,481	

EXECUTIVE SUMMARY

	FINAL FY2020	FINAL FY2021	FINAL FY2022	FINAL FY2023	FINAL FY2024	FINAL FY2025	ESTIMATE FY2026
STATE AID							
Chapter 70 Education Aid	11,668,291	11,668,291	11,837,131	12,167,131	13,950,800	14,519,160	14,928,960
Charter Tuition Assessment Reimbursement	28,452	21,868	30,341	147,723	158,480	9,504	63,246
Public Libraries	46,721	56,035	56,035	78,478	81,191	88,946	89,505
State Owned Property	223,355	229,168	227,590	329,827	369,671	378,542	378,542
Exemptions/Vet,Blind,Surviving Spouse	41,074	70,808	61,887	59,985	67,302	62,253	100,929
Veterans Benefits	70,563	56,331	44,665	19,473	34,486	11,603	-
General Government Aid	1,897,423	1,897,423	1,963,833	2,069,880	2,136,116	2,200,200	2,248,604
TOTAL	13,975,879	13,999,924	14,221,482	14,872,497	16,798,046	17,270,208	17,809,786
ASSESSMENTS							
Mosquito Control Projects	128,932	136,788	139,564	143,749	145,290	150,735	156,988
Air Pollution Districts	14,086	14,533	14,655	14,929	15,176	15,529	16,195
RMV Non-Renewal Surcharge	29,720	21,840	21,840	25,340	22,980	21,860	18,380
MBTA	10,438	15,895	-	-	3,011	323	-
Merrimack Valley Regional Transit Authority	231,124	230,833	251,322	257,605	264,045	270,646	280,794
Special Education	32,844	19,395	-	21,067	12,017	-	1,032
School Choice Sending Tuition	69,998	98,892	107,666	200,769	143,611	129,733	171,036
Charter School Sending Tuition	201,060	196,410	272,674	410,006	420,718	190,395	249,318
TOTAL	718,202	734,586	807,721	1,073,465	1,026,848	779,221	893,743
NET STATE AID	13,257,677	13,265,338	13,413,761	13,799,032	15,771,198	16,490,987	16,916,043



SECTION 4

Operating Budget Requests

ARTICLE 4 – FY2026 OPERATING BUDGET

LINE DEPARTMENT ITEM	EXPENDED FY2023	EXPENDED FY2024	BUDGET FY2025	TM REC FY2026	% CHANGE FY25-FY26
<u>PUBLIC SAFETY</u>					
1 PERSONNEL SERVICES	17,260,501	18,436,980	18,500,288	18,868,173	
2 OTHER EXPENSES	1,727,804	1,848,147	1,694,304	1,797,300	
TOTAL	18,988,305	20,285,127	20,194,592	20,665,473	2.33%
<i>Offsets Include: \$295,655 in Parking Receipts; \$70,000 in Detail Fees; and \$1,900,000 in Ambulance Collections</i>					
<u>GENERAL GOVERNMENT</u>					
3 PERSONNEL SERVICES	7,200,249	7,792,214	8,523,760	8,271,986	
4 OTHER EXPENSES	3,015,229	3,163,065	2,905,279	3,068,616	
TOTAL	10,215,478	10,955,279	11,429,040	11,340,603	-0.77%
<i>Offsets Include: \$25,000 in Wetland Filing Fees</i>					
<u>DEPARTMENT OF PUBLIC WORKS</u>					
5 PERSONNEL SERVICES	3,878,441	3,962,998	3,809,170	3,812,651	
6 OTHER EXPENSES	2,886,922	2,939,588	2,589,879	2,640,427	
TOTAL	6,765,362	6,902,586	6,399,049	6,453,078	0.84%
<i>Offsets Include: \$60,000 in Cemetery Revenues</i>					
<u>FACILITIES</u>					
7 PERSONNEL SERVICES	2,523,350	2,691,959	2,826,220	2,904,536	
8 OTHER EXPENSES	1,370,409	1,448,401	1,461,400	1,533,650	
TOTAL	3,893,759	4,140,360	4,287,620	4,438,186	3.51%
<u>LIBRARY</u>					
9 PERSONNEL SERVICES	2,259,133	2,318,325	2,414,256	2,445,706	
10 OTHER EXPENSES	624,042	651,565	683,085	694,235	
TOTAL	2,883,174	2,969,890	3,097,341	3,139,941	1.38%
<u>COMMUNITY SERVICES</u>					
11 PERSONNEL SERVICES	1,418,697	1,472,290	1,811,840	1,749,507	
12 OTHER EXPENSES	531,113	594,022	649,000	738,500	
TOTAL	1,949,810	2,066,312	2,460,840	2,488,007	1.10%
<i>Offsets Include: \$751,500 in User Fees and \$55,000 Grants</i>					
<u>UNCLASSIFIED</u>					
13 COMPENSATION FUND	296,339	-	-	1,135,000	
14 RESERVE FUND	-	100,000	321,323	200,000	
TOTAL	296,339	100,000	321,323	1,335,000	
<u>TOWN DEPARTMENTS TOTAL</u>					
PERSONNEL SERVICES	34,836,709	36,674,766	37,885,534	39,187,559	
OTHER EXPENSES	10,155,519	10,744,787	10,304,271	10,672,728	
<i>Less Budgeted Revenues & Offsets</i>	<i>(2,843,607)</i>	<i>(3,087,249)</i>	<i>(3,840,598)</i>	<i>(4,504,665)</i>	
NET TOTAL	42,148,621	44,332,304	44,349,207	45,355,622	2.27%

ARTICLE 4 – FY2026 OPERATING BUDGET

LINE DEPARTMENT ITEM	EXPENDED FY2023	EXPENDED FY2024	BUDGET FY2025	TM REC FY2026	% CHANGE FY25-FY26
<u>ANDOVER SCHOOL DEPARTMENT</u>					
PERSONNEL SERVICES	77,899,943	79,732,107	82,640,530	85,419,073	
OTHER EXPENSES	17,226,948	18,994,817	20,120,891	21,178,062	
15 TOTAL	95,126,891	98,726,924	102,761,421	106,597,135	3.73%

LINE DEPARTMENT ITEM	EXPENDED FY2023	EXPENDED FY2024	BUDGET FY2025	TM REC FY2026	% CHANGE FY25-FY26
<u>SEWER</u>					
16 PERSONNEL SERVICES	322,112	409,674	388,877	471,432	
17 OTHER EXPENSES	3,001,332	3,348,938	4,188,392	3,925,075	
18 INDIRECT OFFSETS	454,280	515,608	550,369	626,637	
19 DEBT SERVICE	1,644,581	1,376,501	1,173,278	1,270,911	
TOTAL	5,422,305	5,650,721	6,300,916	6,294,055	-0.11%
<u>WATER</u>					
20 PERSONNEL SERVICES	2,336,876	2,269,849	2,339,562	2,487,559	
21 OTHER EXPENSES	5,331,366	5,307,335	5,007,019	4,791,257	
22 INDIRECT OFFSETS	1,508,544	1,789,469	1,446,531	1,428,643	
23 DEBT SERVICE	3,694,907	3,537,684	3,807,551	4,919,793	
TOTAL	12,871,693	12,904,336	12,600,663	13,627,252	8.15%
TOTAL	18,293,997	18,555,057	18,901,579	19,921,306	

LINE DEPARTMENT ITEM	EXPENDED FY2023	EXPENDED FY2024	BUDGET FY2025	TM REC FY2026	% CHANGE FY25-FY26
<u>FIXED COSTS & OBLIGATIONS</u>					
24 TECHNICAL SCHOOLS	1,199,085	1,253,767	1,351,587	1,392,135	
25 DEBT SERVICE	23,258,296	25,161,696	27,952,429	28,397,652	
26 GENERAL INSURANCE	1,170,313	1,289,585	1,549,284	1,429,675	
27 UNEMPLOYMENT COMP.	164,000	158,915	172,303	126,610	
28 RETIREMENT FUND	6,253,956	7,124,844	7,481,089	7,855,142	
29 HEALTH INSURANCE FUND	23,034,797	23,835,094	25,135,936	27,649,530	
30 OPEB	1,753,413	1,812,834	1,874,364	1,964,349	
31 SOLID WASTE *	-	3,730,999	4,140,132	4,303,900	
TOTAL	56,833,860	64,367,733	69,657,124	73,118,993	4.97%
<i>Includes \$39,456 from Premium Reserve</i>					

GRAND TOTAL	215,246,976	229,069,268	239,509,929	249,497,721	
<i>Less Budgeted Revenues & Offsets</i>	<i>(2,843,607)</i>	<i>(3,087,249)</i>	<i>(4,076,183)</i>	<i>(5,212,426)</i>	
NET TOTAL	212,403,369	225,982,019	235,433,746	244,285,295	3.76%

TOWN MODERATOR / SELECT BOARD

Town Moderator

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

TOWN MODERATOR		FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011141	TOWN MODERATOR SALARY					
	5130 PART TIME	\$310	\$680	\$250	\$250	\$250
	TOTAL SALARIES	\$310	\$680	\$250	\$250	\$250
	TOTAL TOWN MODERATOR	\$310	\$680	\$250	\$250	\$250

Select Board

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

SELECT BOARD		FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011221	SELECT BOARD SALARIES					
	5130 PART TIME	\$13,000	\$14,700	\$18,000	\$18,000	\$18,000
	SUBTOTAL	\$13,000	\$14,700	\$18,000	\$18,000	\$18,000
011222	SELECT BOARD EXPENSES					
	5295 OTHR SVCS	\$1,207	\$348	\$0	\$0	\$0
	5310 OFFICE SUP	\$69	\$0	\$150	\$150	\$150
	5700 UNCLAS EXP	\$2,332	\$2,487	\$3,000	\$3,000	\$3,000
	5710 TRAVEL	\$0	\$50	\$500	\$500	\$500
	5730 DUES/SUBSCRIPTIONS	\$8,238	\$8,403	\$8,200	\$8,200	\$8,200
	SUBTOTAL	\$11,845	\$11,289	\$11,850	\$11,850	\$11,850
	TOTAL SELECT BOARD	\$24,845	\$25,989	\$29,850	\$29,850	\$29,850

FINANCE COMMITTEE

Finance Committee

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

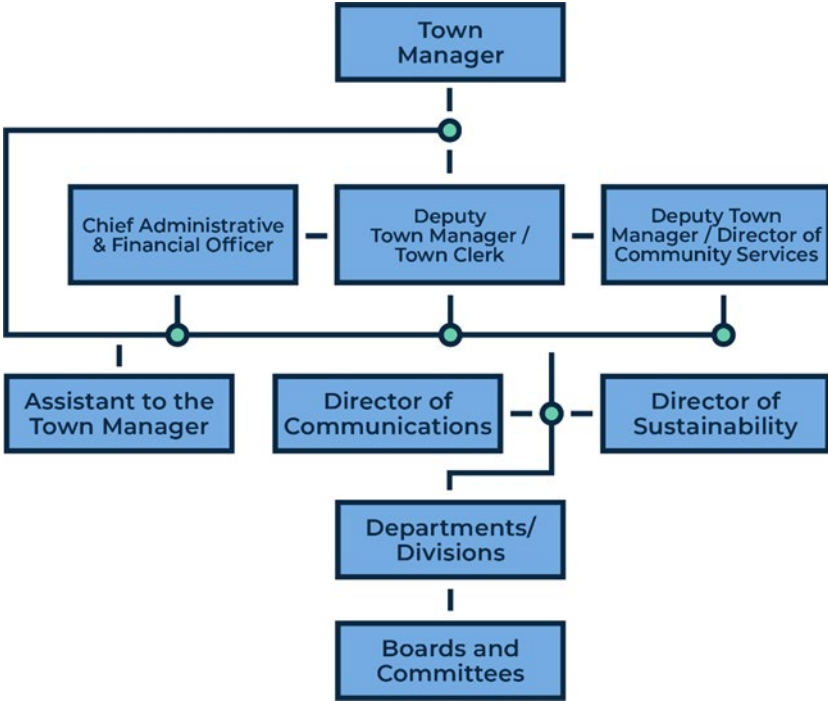
FINANCE COMMITTEE		FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011312	FINANCE COMMITTEE EXPENSES					
5225	POSTAGE	\$6,917	\$14,962	\$6,200	\$6,200	\$6,200
5270	PRINTING	\$29,472	\$39,288	\$29,000	\$29,000	\$29,000
5730	DUES/SUBSCRIPTIONS	\$352	\$428	\$350	\$350	\$350
TOTAL	SUBTOTAL	\$36,741	\$54,678	\$35,550	\$35,550	\$35,550
	TOTAL FINANCE COMMITTEE	\$36,741	\$54,678	\$35,550	\$35,550	\$35,550

TOWN MANAGER



Mission Statement

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



TOWN MANAGER

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

Position <u>Classification</u>	FTE <u>FY2023</u>	FTE <u>FY2024</u>	FTE <u>FY2025</u>	REQ <u>FY2026</u>	TMREC <u>FY2026</u>	TMREC <u>FY2026</u>
TOWN MANAGER						
Town Manager	1.0	1.0	1.0	1.0	1.0	262,000
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	168,921
Assistant Town Manager	1.0	0.0	0.0	0.0	0.0	
Director of Communications	0.0	1.0	1.0	1.0	1.0	106,561
Assistant to the Town Manager	1.0	1.0	1.0	1.0	1.0	88,879
	4.0	4.0	4.0	4.0	4.0	626,361

TOWN MANAGER			FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011231	TOWN MANAGER SALARIES						
	5110	REG WAGES	\$611,302	\$593,026	\$605,129	\$644,361	\$644,361
	SUBTOTAL		\$611,302	\$593,026	\$605,129	\$644,361	\$644,361
011232	TOWN MANAGER EXPENSES						
	5220	TELEPHONE	\$480	\$1,377	\$600	\$0	\$0
	5231	TRANSPORTATION ALLOWANCE	\$6,000	\$6,000	\$6,000	\$8,000	\$8,000
	5250	ADVRSNG	\$70	\$492	\$200	\$350	\$350
	5270	PRINTING	\$4,549	\$1,531	\$2,500	\$2,500	\$2,500
	5295	OTHR SVCS	\$19,199	\$39,401	\$8,000	\$8,000	\$8,000
	5310	OFFICE SUP	\$1,713	\$1,705	\$500	\$500	\$500
	5355	AUTOMOTIVE	\$0	\$119	\$0	\$0	\$0
	5394	SUPPLIES/BOOKS	\$158	\$0	\$200	\$0	\$0
	5490	EVENTS	\$105	\$0	\$0	\$0	\$0
	5504	TECHNOLOGY	\$1,399	\$2,159	\$0	\$0	\$0
	5710	TRAVEL	\$0	\$4,999	\$5,000	\$5,000	\$5,000
	5715	PROFESSIONAL DEVELOPMENT	\$11,768	\$22,118	\$12,000	\$12,000	\$12,000
	5720	TRAVEL OUT-OF-STATE	\$0	\$1,718	\$5,000	\$5,000	\$5,000
	5730	DUES/SUBSCRIPTIONS	\$815	\$6,790	\$3,500	\$5,000	\$5,000
	SUBTOTAL		\$46,256	\$88,408	\$43,500	\$46,350	\$46,350
	TOTAL TOWN MANAGER		\$657,558	\$682,420	\$648,629	\$690,711	\$690,711

TOWN MANAGER

Town Manager and Select Board Strategic Goals and Objectives 2024-2025

Administration & Finance

Goal	Deliverable
Work with the Select Board to further define the relationship between the budget and the annual tax increase.	Prior to setting the FY2025 tax rate, facilitate tax information session for the purposes of illustrating the mechanics of the annual tax increase and how it relates to the budget and service delivery. At the Board's direction, identify impacts of reducing the rate of growth of the average tax bill and present alternative budget scenario in January.
Evaluate and assess the impact of Phase 1 of the Public Safety Staffing plan, which includes having the third ambulance (A3) in service approximately 50% of the time. Consider service impacts/improvements, revenues and anticipated costs.	Based on evaluation of phase 1, make recommendations for a phase 2 in the FY2026 budget recommendation.
Identify funding plan to appropriately resource the Town's cybersecurity efforts.	Make recommendation in the FY2026 budget recommendation, or prior to the release of the budget, providing resources are available.
Hold Financial Summit with the Select Board, Finance Committee and School Committee in Fall of 2024.	The purpose of the summit will be to review the Long-Range Financial Plan and to receive feedback on longstanding assumptions. Through working groups, modify the plan to better align with current revenue expectations and the needs of the organization and community. Finalize updated LRFP by end of 2024.
Begin to negotiate successor contracts for all Town collective bargaining agreements expiring in FY2025.	Develop a framework for bargaining agreements that promotes innovation, efficiencies, and a potential expansion of services consistent with the principles of the Long-Range Financial Plan.
Utilize funds from the opioid settlement to advance the recommendations of the Community Health Improvement Plan (CHIP).	Explore providing enhanced access to mental health resources through utilization of opioid funding. Develop a plan and present to the Select Board.
Develop communication plan and prepare for changes to solid waste and recycling disposal.	Launch effective communication strategy to inform residents of potential changes to solid waste and recycling disposal and prepare for a July 1, 2025 transition.
Create a standing Select Board agenda item: Town Manager's Report.	The Town Manager will provide a report via a standing agenda item at every Select Board meeting.
Continue to develop approaches and programs designed to promote the Town's effort to recruit and retain a talented workforce.	Work with the Andover Independent Employee Association as part of pilot program to identify opportunities to position and maintain Andover as a competitive employer that meets the evolving needs of the workforce. Work with AIEA to explore the framework for an employee survey.

TOWN MANAGER

Capital Improvements

Goal	Deliverable
Complete the capping of the Ledge Road Landfill.	Complete the project in compliance with the administrative consent order.
Develop plan for reuse of Shawsheen School.	Develop process for evaluating the Shawsheen School and identifying potential reuses. Develop recommendations by the end of FY2025.
Develop phasing plan and financing model for the Chandler Road property.	Acknowledging that the site may be developed in phases, build a plan and corresponding financing model to advance a potential project within the next CIP period of FY2026-FY2030.
Coordinate the process for advancing the AHS Interim Plan, including engaging the community, Select Board, Finance Committee and School Committee.	Select firm to complete design work for the Interim Plan. Share with stakeholders and make decision on next steps.
Complete the Facility Master Plan Study & identify parameters, including a potential funding source, for a Capital Stabilization Fund.	Facilitate the study of all Town and school buildings to identify and prioritize long-term major capital needs. Identify and recommend a funding source for a Capital Stabilization Fund that is integrated within the Long-Range Financial Plan.

Communications & Resident Engagement

Goal	Deliverable
Improve public information regarding ongoing and planned Town capital projects.	Explore platforms to maintain information about projects, including solutions that may be external from the website. Implement project information solution by early 2025 and convene a cross-functional working group with representation from the Town Manager's Office, Facilities, Public Works, Planning and Administration & Finance to ensure that project information remains current and relevant.
Town Administration to conduct assessment of the Town's various communication channels and present findings and recommendations to the Select Board.	Present findings by the conclusion of FY 2025.

Economic Development & Housing

Goal	Deliverable
Monitor and manage the permitting process for development of 11 Lewis Street.	Ensure compliance with deliverables and timelines established in the executed Land Disposition Agreement.
Provide information to the Board on Town-owned parcels that could potentially be disposed of in the future.	Provide analysis to the Board on available parcels, the process required to authorize disposition, the conditions that could be attached to disposition(s), and potential uses for proceeds generated by disposition(s). Facilitate action determined by the Board.
Monitor real estate activity at Brickstone Square, collect data as necessary and facilitate neighborhood discussions about potential future uses.	Closely monitor potential sale of Brickstone Square. Depending on the outcome, collect data and facilitate a neighborhood discussion about future reuse of the property.

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 access road by end of 2024.

TOWN MANAGER

SUSTAINABILITY

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

Specifically, the Sustainability Director is responsible for:

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

Recent Accomplishments

Local and Statewide Climate Action, including but not limited to:

- Launched Andover Community Power (ACP) aggregation in June 2024
- Initiated boards and committee meetings to prepare for the Specialized Energy Code adoption in October 2024
- Finalized the planning for the second Andover Climate Summit, titled "Climate Changemakers Forum" focused on how to scale community adoption of local climate initiatives in December 2024
- Submitted Andover's Multi-Hazard Mitigation Plan Update to the Massachusetts Emergency Management Agency for review in December 2024
- Served in advisory and leadership capacity for state and local organizations, including as an organizer for the Massachusetts Department of Energy Resources (DOER) Green Communities Summit and as policy and steering committee member for the Massachusetts Municipal Association (MMA) and the Building Electrification Accelerator (BEA) throughout 2024
- Over \$800,000 in FY24 and FY25 grant funding awarded and projects managed, including but not limited to:
 - A \$360,740 grant in April 2024 from the US Department of Energy focused on decarbonizing public housing buildings in Andover, Lowell, and Methuen.
 - A \$84,855 grant in December 2024 from the Mass Save Sponsors with the City of Methuen to make available a shared full-time community energy advocate to conduct the Community First Partnership program.

TOWN MANAGER

FY2026 Initiatives

In addition to status quo operations, the Sustainability Director will pursue the following major initiatives in FY26. These are informed by Select Board FY24 Energy and Sustainability objectives, Town Manager as well as other Andover Department inputs, Andover Green Advisory Board discussions and community feedback.

- **Increase Participation in Andover Community Power (ACP):** Aim to have 90% of the Andover community participate in ACP by the end of FY26 through enhanced outreach initiatives.
- **Pursue Climate Leader Certification from DOER’s Green Communities Division:** In addition to the Opt-in Specialized Code, pursue the Zero Emission First vehicle policy as well as the town-wide Building Decarbonization Roadmap to position Andover for obtaining the \$1 million per year municipal Climate Leaders grants from DOER
- **Town and School Electrification:** Initiate one or more solar and/or electrification projects on municipal and school properties.
- **Maintain Certified Energy Manager accreditation:** maintain expertise in energy procurement contracts, efficiency improvements and building management system to reduce costs, improve return on investments, and increase occupant comfort.

<u>Position Classification</u>	<u>FTE FY2023</u>	<u>FTE FY2024</u>	<u>FTE FY2025</u>	<u>REQ FY2026</u>	<u>TMREC FY2026</u>	<u>TMREC FY2026</u>
SUSTAINABILITY						
Director of Sustainability and Energy	1.0	1.0	1.0	1.0	1.0	102,148
	1.0	1.0	1.0	1.0	1.0	102,148

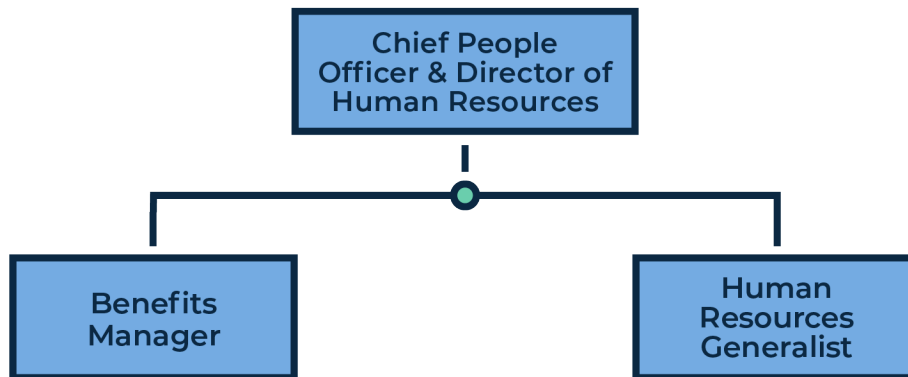
SUSTAINABILITY		FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011251	SUSTAINABILITY SALARIES					
5110	REG WAGES	\$91,841	\$99,336	\$101,336	\$102,148	\$102,148
	SUBTOTAL	\$91,841	\$99,336	\$101,336	\$102,148	\$102,148
011252	SUSTAINABILITY EXPENSES					
5268	PROFESSIONAL SERVICES	\$8,940	\$11,419	\$31,000	\$32,000	\$32,000
5270	PRINTING	\$289	\$39	\$800	\$500	\$500
5295	OTHR SVCS	\$692	\$281	\$750	\$450	\$450
5310	OFFICE SUP	\$152	\$204	\$500	\$400	\$400
5710	TRAVEL	\$9	\$24	\$550	\$150	\$150
5715	PROFESSIONAL DEVELOPMENT	\$0	\$0	\$600	\$1,300	\$1,300
5730	DUES/SUBSCRIPTIONS	\$195	\$0	\$600	\$700	\$700
	SUBTOTAL	\$10,277	\$11,966	\$34,800	\$35,500	\$35,500
	TOTAL SUSTAINABILITY	\$102,119	\$111,302	\$136,136	\$137,648	\$137,648

PEOPLE & HUMAN RESOURCES



Mission Statement

To attract, develop, and retain a talented and diverse workforce while promoting an inclusive, safe, and productive work environment. The People & Human Resources Department is committed to delivering innovative, customer-focused services that align with the strategic goals of the town and uphold public trust.



PEOPLE & HUMAN RESOURCES

The Town of Andover's Office of People and Human Resources is committed to fostering a workplace culture of excellence, equity, and engagement. As stewards of the town's most valuable resource—its employees—HR ensures a well-supported workforce ready to serve the community effectively.

Core Responsibilities

- **Talent Acquisition & Development:** Streamline hiring, enhance onboarding, and provide leadership training.
- **Compensation & Benefits:** Maintain competitive pay structures, audit health benefits, and expand wellness initiatives.
- **Employee Relations & Engagement:** Foster collaboration, address workplace concerns, and enhance recognition programs.
- **Diversity, Equity & Inclusion (DEI):** Advance initiatives that create a welcoming, accessible, and equitable workplace.
- **Policy & Compliance:** Ensure legal adherence, update the employee handbook, and refine workplace policies.
- **Organizational Strategy & Workforce Analytics:** Use data to track engagement, turnover, and HR efficiency.
- **Technology & Efficiency:** Enhance HRIS capabilities, automate processes, and improve digital access to HR resources.

FY2026 Objectives

Talent & Retention

- **Optimize Hiring & Onboarding:** Transition from NeoGov to Munis for efficiency, enhance employer branding, and strengthen communication channels.
- **Employee Connection:** Establish small-group meetings between leadership and staff to enhance engagement.
- **Expand leadership and skill-building programs.**
- **Launch mentorship and succession planning initiatives.**

Compensation & Benefits

- **Conduct a health benefits audit with Lockton Companies.**
- **Expand wellness programs and track participation.**

Policy & Compliance

- **Update and finalize the employee handbook in collaboration with legal and IT.**
- **Implement a town-wide phone policy to align with organizational needs.**

Workforce Analytics & Budget Alignment

- **Use KPIs to measure HR success, employee satisfaction, and efficiency.**
- **Manage HR expenditures in partnership with the finance department.**

Employee Engagement & Workplace Culture

- **Strengthen recognition programs, surveys, and team-building efforts.**
- **Implement flexible work policies supporting hybrid and remote work.**

Technology & Efficiency

- **Improve HRIS usability and automation for benefits, payroll, and performance reviews.**

Community & Leadership Collaboration

- **Support opioid settlement fund initiatives for community benefit.**
- **Enhance internship opportunities with local schools and colleges.**
- **Advise leadership on employment-related legislative changes**

PEOPLE & HUMAN RESOURCES

Position Classification	FTE FY2023	FTE FY2024	FTE FY2025	REQ FY2026	TMREC FY2026	TMREC FY2026
HUMAN RESOURCES						
Chief People Officer*	1.0	1.0	1.0	0.75	0.75	112,897
Human Resources Generalist**	0.0	0.66	0.70	0.70	0.70	68,600
	1.0	1.66	1.70	1.45	1.45	181,497
*Salary Allocated .25 to Health Trust						
**Salary Allocated .3 to Health Trust						

HUMAN RESOURCES GENERAL GOVERNMENT			FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
011521	HUMAN RESOURCES SALARIES						
	5110	REG WAGES	\$140,471	\$229,228	\$167,790	\$181,497	\$181,497
	SUBTOTAL		\$140,471	\$229,228	\$167,790	\$181,497	\$181,497
011522	HUMAN RESOURCES EXPENSES						
	5250	ADVERTISING	\$6,359	\$5,652	\$10,000	\$15,000	\$15,000
	5268	TRAINING AND SERVICES	\$0	\$0	\$0	\$25,000	\$10,000
	5295	OTHR SVCS	\$3,726	\$23,443	\$15,000	\$20,000	\$20,000
	5310	OFFICE SUP	\$2,482	\$1,024	\$500	\$500	\$500
	5326	DRUG TESTING	\$1,340	\$2,495	\$4,000	\$4,000	\$4,000
	5710	TRAVEL	\$1,000	\$500	\$2,000	\$2,000	\$2,000
	5715	PROFESSIONAL DEVELOPMENT	\$2,650	\$5,330	\$6,500	\$6,500	\$6,500
	5730	DUES/SUBSCRIPTIONS	\$275	\$1,326	\$2,500	\$2,500	\$2,500
	SUBTOTAL		\$17,833	\$39,770	\$40,500	\$75,500	\$60,500
	TOTAL HUMAN RESOURCES		\$158,304	\$268,998	\$208,290	\$256,997	\$241,997

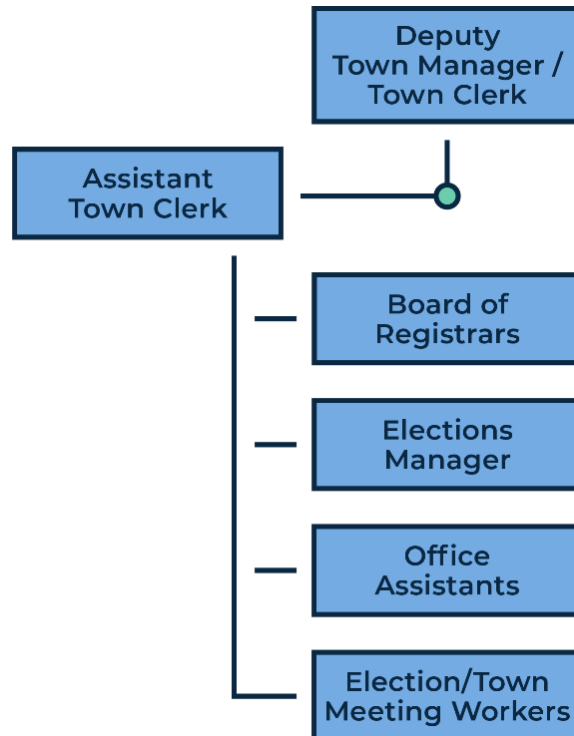
EQUITY & ENGAGEMENT COMMUNITY SERVICES			FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
015442	EQUITY & ENGAGEMENT						
	5256	DIVERSITY EQUITY & INCLUSION	\$0	\$166	\$20,000	\$60,000	\$60,000
	5274	CITIZENS LEADERSHIP ACADEMY	\$4,850	\$2,886	\$5,000	\$5,000	\$5,000
	5310	OFFICE SUPPLIES	\$206	\$107	\$1,000	\$0	\$0
	5710	TRAVEL	\$0	\$0	\$500	\$0	\$0
	5715	PROFESSIONAL DEV	\$321	\$462	\$2,000	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$1,500	\$0	\$0
	SUBTOTAL		\$5,378	\$3,621	\$30,000	\$65,000	\$65,000
	TOTAL EQUITY & ENGAGEMENT		\$5,378	\$3,621	\$30,000	\$65,000	\$65,000

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

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

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

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

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

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

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

Ongoing Goals of the Town Clerk's Office

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

TOWN CLERK

FY2026 Objectives

ELECTIONS & TOWN MEETINGS

- To manage the 2026 Annual Town Election.
- To manage the 2026 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 and dog licensing process.
- To help refine online permitting/licensing.
- To continue reviewing licensing procedures to ensure the best efficiency possible.

TRAINING

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

COMMUNICATIONS

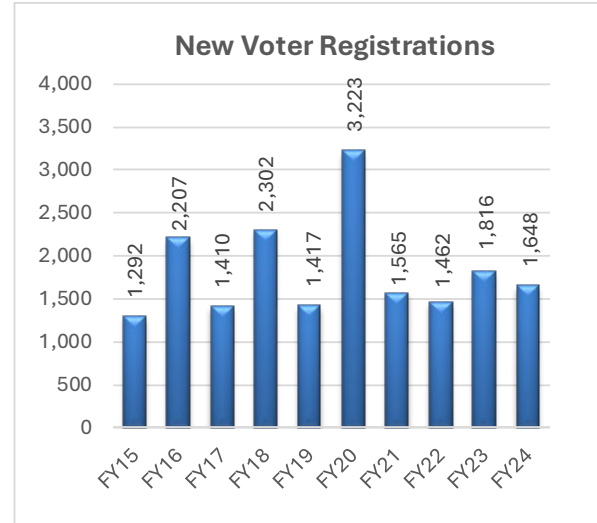
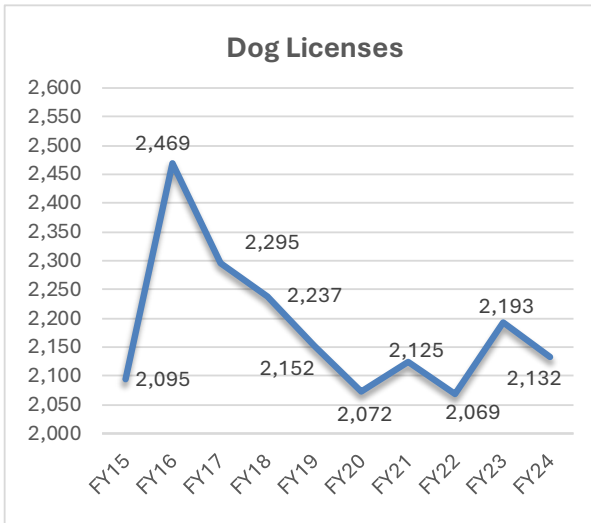
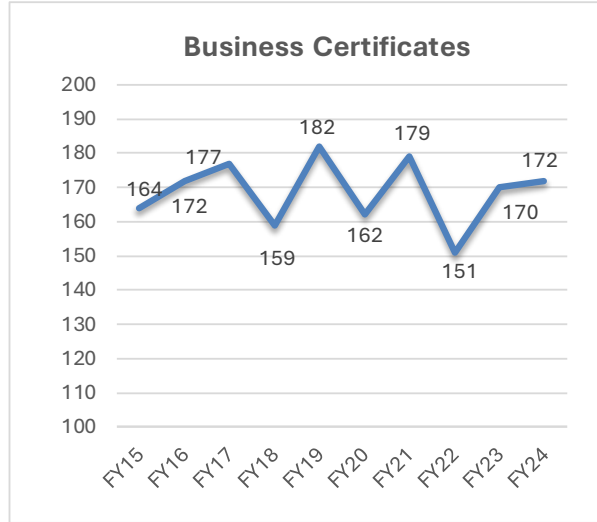
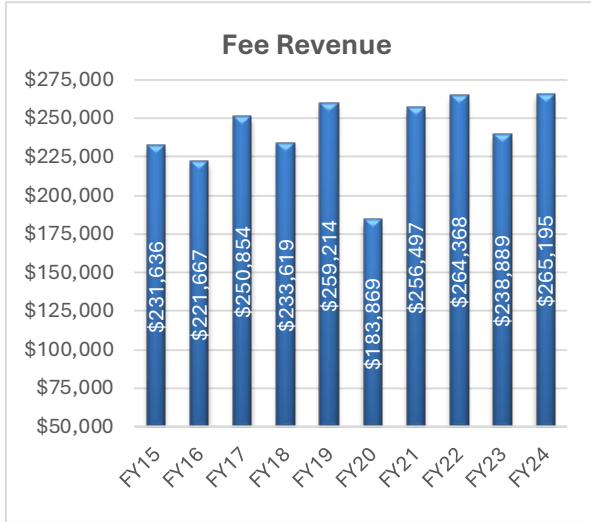
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, social media, cable TV, newsletters, and mailings that may be available from time to time.

CUSTOMER SERVICE

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

TOWN CLERK

Town Clerk Performance Statistics



TOWN CLERK

<u>Position Classification</u>	<u>FTE FY2023</u>	<u>FTE FY2024</u>	<u>FTE FY2025</u>	<u>REQ FY2026</u>	<u>TMREC FY2026</u>	<u>TMREC FY2026</u>
TOWN CLERK						
Deputy Town Manager & Town Clerk	1.0	1.0	1.0	1.0	1.0	168,921
Assistant Town Clerk	1.0	1.0	1.0	1.0	1.0	92,866
Election Manager	0.0	1.0	1.0	0.0	0.0	
Office Assistant III	1.0	1.0	1.0	2.0	2.0	138,041
Records Specialist	1.0	0.0	0.0	0.0	0.0	
Customer Service Assistant	0.0	0.0	0.98	0.98	0.98	61,062
	<u>4.0</u>	<u>4.0</u>	<u>4.98</u>	<u>4.98</u>	<u>4.98</u>	<u>460,891</u>

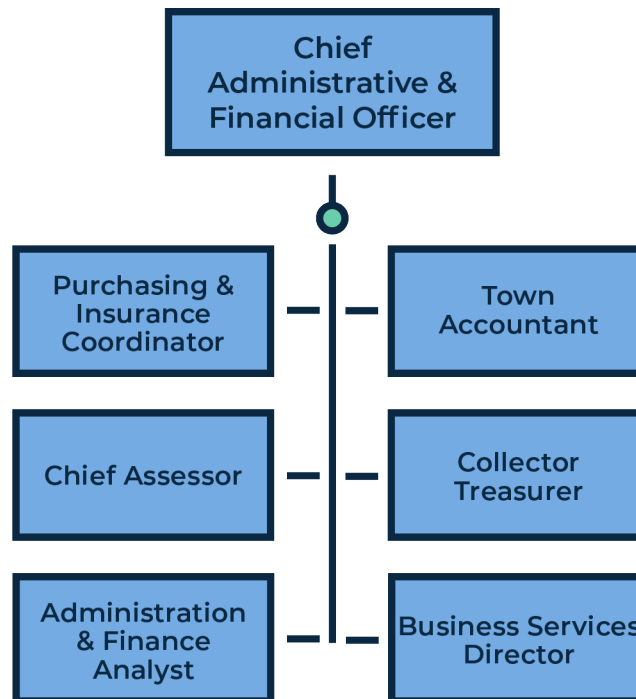
TOWN CLERK		FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011611	TOWN CLERK SALARIES					
5110	REG WAGES	\$336,098	\$375,185	\$399,339	\$399,829	\$399,829
5120	OVERTIME	\$25,283	\$10,526	\$21,000	\$12,000	\$12,000
5130	PART TIME	\$27,662	\$53,843	\$49,003	\$61,075	\$61,075
5135	PT ELECT	\$79,066	\$75,961	\$60,050	\$47,550	\$47,550
5188	RETRO WAGES	\$90	\$0	\$0	\$0	\$0
	SUBTOTAL	<u>\$468,198</u>	<u>\$515,515</u>	<u>\$529,392</u>	<u>\$520,453</u>	<u>\$520,453</u>
011612	TOWN CLERK EXPENSES					
5225	POSTAGE	\$20,977	\$18,989	\$19,210	\$24,720	\$24,720
5250	ADVERTSNG	\$545	\$343	\$2,000	\$2,000	\$2,000
5270	PRINTING	\$25,813	\$29,428	\$23,850	\$33,600	\$33,600
5271	CREDIT CARD FEES	\$779	\$637	\$1,000	\$1,000	\$1,000
5282	REP-OFF EQ	\$8,980	\$9,250	\$14,300	\$16,320	\$16,320
5291	RENTALS EQUIPMENT	\$1,209	\$0	\$0	\$0	\$0
5295	OTHR SVCS	\$37,562	\$259,612	\$47,845	\$59,455	\$59,455
5310	OFFICE SUP	\$10,489	\$15,005	\$7,700	\$12,195	\$12,195
5420	OFF EQUIP	\$969	\$3,184	\$1,000	\$1,000	\$1,000
5710	TRAVEL	\$1,126	\$2,186	\$2,250	\$2,000	\$2,000
5715	PROF DEV	\$1,175	\$2,480	\$1,750	\$1,500	\$1,500
5730	DUES/SUBSCRIPTIONS	\$1,663	\$1,516	\$2,020	\$5,355	\$5,355
	SUBTOTAL	<u>\$111,288</u>	<u>\$342,630</u>	<u>\$122,925</u>	<u>\$159,145</u>	<u>\$159,145</u>
	TOTAL TOWN CLERK	<u>\$579,486</u>	<u>\$858,145</u>	<u>\$652,317</u>	<u>\$679,598</u>	<u>\$679,598</u>

ADMINISTRATION & FINANCE



Mission Statement

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



ADMINISTRATION & FINANCE

The Finance and Budget Department consists of six Divisions: Administration, Business Services, Accounting, Assessor, Collector/Treasurer, and Central Purchasing/Central Services.

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

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

The **Accounting Division** is responsible for providing accounting and financial reporting services to all Town Departments, Boards, Commissions and other Regulatory Agencies in accordance with Massachusetts General Laws, Municipal Bylaws, and Generally Accepted Accounting Principles. Responsibilities include processing and maintaining all payroll records; review, process and maintenance of all accounts payable records, including 1099 processing and issuance; 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 schoolteachers who retire under the Massachusetts Teachers Retirement System).

The **Assessor Division** is responsible for the annual valuation of Real Estate and Personal Property in the Town in accordance with State and Federal law, as well as processing Statutory Tax Exemptions, Property Tax Abatement Filings, Motor Vehicle Excise Taxes and Sewer Betterments. The three-member Board of Assessors consists of the Chief Assessor and two residents appointed by the Town Manager and reviews all requests for abatements and exemptions as well as ensures compliance with State and Federal laws.

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 Municipal Lien Certificates and Betterment Discharges; processing payroll deductions and taxes for Town & School departments including reconciling W2's; preparation and distribution of water and sewer billings; 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. Administer the Margaret Towle and Cornell Fuel benevolent funds, as well as the Andover Dollars 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

ADMINISTRATION & FINANCE

insurance company's Rewards Program which helps control and reduce losses along with providing future savings on insurance premiums.

FY2026 Objectives

ADMINISTRATION

- Provide the Town Manager, elected and appointed officials with the data and analysis required to make informed financial decisions with a view to long-term fiscal implications.
- Work with the Town Manager to facilitate review of the Long Range Financial Plan and the Town's financial policies.
- Serve with the Town Manager and Chief People Officer as part of the Town's collective bargaining team. Provide support throughout the bargaining process including preparing data, reviewing financial implications and evaluating proposals.
- Work with the Innovation and Technology Department to review and implement any recommendations for financial software improvements.
- Lead capital planning process and participate in the planning, management and execution of major Town building projects.

BUSINESS SERVICES

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

ACCOUNTING

- 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.

ADMINISTRATION & FINANCE

ASSESSING

- Ensure the fair and equitable valuation of all property within the town in accordance with State and Federal regulation.
- Seek out, value and incorporate all taxable Personal Property and New Growth throughout the municipality.
- Work in coordination with the Treasurer to process tax bills.
- Enhance methods of providing public access to property records and information that would be helpful to taxpayers. The use of the Town's web page remains the primary goal.
- Ensure that all property is being inspected and updated in accordance with the decade cycle set out by the Department of Revenue.
- Enact all audit requirements set out in the cyclical five-year revaluation process set out by the Department of Revenue.
- Ensure overlay is appropriately utilized.

COLLECTOR/TREASURER

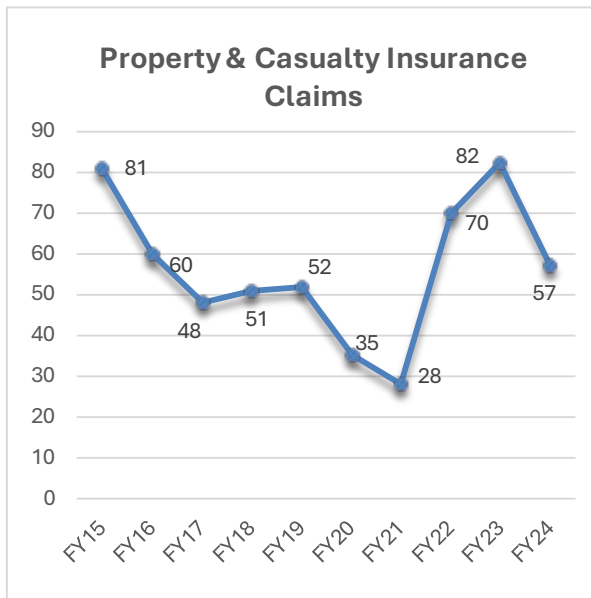
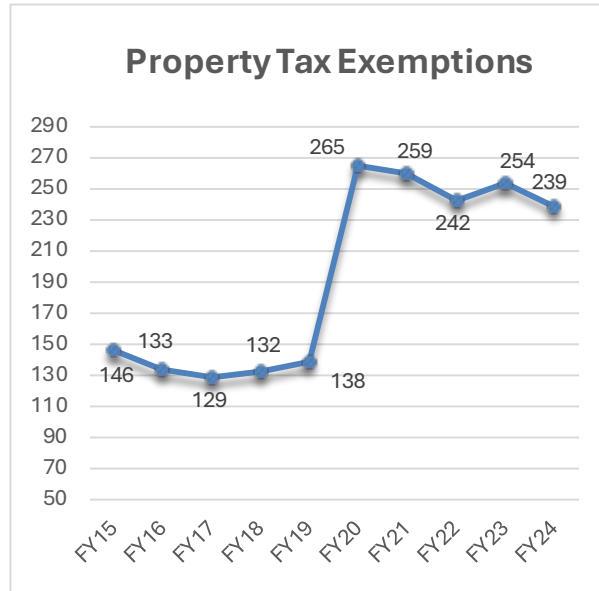
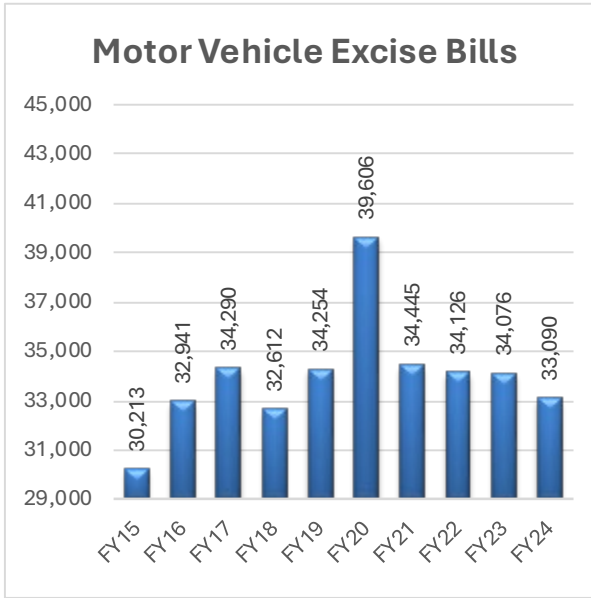
- Provide courteous and prompt service to all of our taxpayers & ratepayers.
- Evaluate current methods of delivering various services to ensure that the most productive, cost-efficient method is utilized.
- Reconcile all receivable and cash accounts in a timely manner.
- Continuously update information found on the Town's website to increase online presence and payments.
- Continued concentrated effort to collect and reduce delinquent tax title accounts.
- Increase collection efforts on land of low value and owner unknown accounts.
- Work with the Purchasing Department and Accounting Department to allow the Electronic Fund Transfer (EFT) option for all vendors to accept paperless payments.
- Continue to improve the implemented Cash Management Plan.
- Oversee that all current short-term investments maximize investment income while meeting the requirements of our Investment Policy, and that cash flow is sufficient to meet the Town's needs.

CENTRAL PURCHASING

- Guide departments, Town and School, in purchasing items under M.G.L.
- 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.
- Continue to streamline the purchasing process to alleviate the burden on the individual departments.
- Assist and support all departments in preparing their bids and request for proposals.
- Utilize the Town website and www.commbuys.com for posting of current bid and requests for proposal information and notices.
- Continue to initiate new forms and procedures to make it easier for departments to comply with the MGL purchasing requirements.
- Inform and explain any new or changed procurement requirements and regulations to both Town and School Departments.
- Continue to initiate or join new cooperative bids with other municipalities and organizations.
- 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.
- Provide risk management guidance to all departments.
- Provide training opportunities associated with the MIIA Rewards Program to reduce losses and provide future savings on insurance policies.

ADMINISTRATION & FINANCE

Finance Performance Statistics



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

ADMINISTRATION & FINANCE

Position <u>Classification</u>	FTE <u>FY2023</u>	FTE <u>FY2024</u>	FTE <u>FY2025</u>	REQ <u>FY2026</u>	TMREC <u>FY2026</u>	TMREC <u>FY2026</u>
ADMINISTRATION & FINANCE						
<u>FINANCE ADMINISTRATION</u>						
Chief Administrative & Financial Officer	0.0	1.0	1.0	1.0	1.0	168,921
Finance and Budget Director	1.0	0.0	0.0	0.0	0.0	
Administration & Finance Analyst*	0.5	0.5	1.0	1.0	1.0	87,500
	1.5	1.5	2.0	2.0	2.0	256,421
*Salary Allocated .5 to ARPA in FY23 & FY24						
<u>BUSINESS SERVICES</u>						
Director of Business Services*	0.0	0.0	1.0	0.4	0.4	45,000
	0.0	0.0	1.0	0.4	0.4	45,000
*Salary Allocated .3 to Water & .3 to Sewer						
<u>COLLECTOR/TREASURER</u>						
Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	134,898
Assistant Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	93,749
Cash Manager	1.0	1.0	1.0	1.0	1.0	75,106
Office Assistant III	1.0	1.0	1.0	1.0	1.0	62,496
	4.0	4.0	4.0	4.0	4.0	366,249
<u>ASSESSING</u>						
Chief Assessor	1.0	1.0	1.0	1.0	1.0	122,500
Senior Assessor	1.0	1.0	1.0	1.0	1.0	98,139
Field Appraiser	1.0	1.0	1.0	1.0	1.0	81,080
Office Coordinator	1.0	1.0	1.0	0.0	0.0	
Office Assistant III	1.0	1.0	1.0	2.0	2.0	130,639
	5.0	5.0	5.0	5.0	5.0	432,358
<u>CENTRAL PURCHASING</u>						
Purchasing Agent/Insurance Coordinator *	0.6	0.6	0.6	0.6	0.6	74,442
Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	89,430
	1.6	1.6	1.6	1.6	1.6	163,872
*Salary Allocated .4 to School						
<u>TOWN ACCOUNTANT</u>						
Town Accountant/Assistant CFO	1.0	1.0	1.0	1.0	1.0	134,898
Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	94,770
Payroll Administrator	1.0	1.0	1.0	1.0	1.0	94,485
Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	74,008
Office Assistant II	0.5	0.5	0.5	0.5	0.5	36,279
	4.5	4.5	4.5	4.5	4.5	434,440
GRAND TOTAL	16.6	16.6	18.1	17.5	17.5	1,698,340

ADMINISTRATION & FINANCE

FINANCE ADMINISTRATION GENERAL GOVERNMENT			FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
011331	FINANCE ADMIN SALARIES						
	5110	REG WAGES	\$242,065	\$228,096	\$215,375	\$256,421	\$256,421
	5120	OVERTIME	\$6,493	\$7,152	\$6,000	\$6,000	\$6,000
	5130	PART-TIME	\$6,898	\$26,989	\$115,450	\$115,450	\$115,450
	SUBTOTAL		\$255,456	\$262,237	\$336,825	\$377,871	\$377,871
011332	FINANCE ADMIN EXPENSES						
	5255	SOFTWARE SUPPORT	\$142,647	\$152,265	\$157,500	\$163,800	\$163,800
	5295	OTHER SERVICES	\$2,099	\$2,564	\$2,500	\$2,500	\$2,500
	5310	OFFICE SUP	\$657	\$668	\$500	\$600	\$600
	5710	TRAVEL	\$311	\$589	\$1,500	\$1,500	\$1,500
	5715	PROFESSIONAL DEVELOPMENT	\$2,864	\$2,377	\$2,500	\$2,500	\$2,500
	5730	DUES/SUBSCRIPTIONS	\$515	\$1,277	\$500	\$1,350	\$1,350
	SUBTOTAL		\$149,093	\$159,739	\$165,000	\$172,250	\$172,250
	TOTAL FINANCE ADMINISTRATION		\$404,549	\$421,976	\$501,825	\$550,121	\$550,121

BUSINESS SERVICES GENERAL GOVERNMENT			FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
011392	5110	REG WAGES	\$0	\$0	\$85,800	\$45,000	\$45,000
	SUBTOTAL		\$0	\$0	\$85,800	\$45,000	\$45,000
	TOTAL BUSINESS SERVICES		\$0	\$0	\$85,800	\$45,000	\$45,000

TOWN ACCOUNTANT GENERAL GOVERNMENT			FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
011351	TOWN ACCOUNTANT SALARIES						
	5110	REG WAGES	\$357,987	\$378,202	\$392,714	\$398,161	\$398,161
	5120	OVERTIME	\$892	\$734	\$0	\$0	\$0
	5130	PART TIME	\$24,787	\$27,900	\$34,352	\$36,279	\$36,279
	SUBTOTAL		\$383,666	\$406,836	\$427,066	\$434,440	\$434,440
011352	TOWN ACCOUNTANT EXPENSES						
	5270	PRINTING	\$0	\$0	\$1,300	\$1,000	\$1,000
	5295	OTHR SVCS	\$66,780	\$64,030	\$70,000	\$70,000	\$70,000
	5310	OFFICE SUP	\$3,386	\$2,825	\$4,000	\$4,000	\$4,000
	5710	TRAVEL	\$1,730	\$1,141	\$3,000	\$3,000	\$3,000
	5715	PROFESSIONAL DEVELOPMENT	\$2,185	\$3,559	\$3,500	\$4,000	\$4,000
	5730	DUES/SUBSCRIPTIONS	\$195	\$205	\$600	\$600	\$600
	SUBTOTAL		\$74,276	\$71,759	\$82,400	\$82,600	\$82,600
	TOTAL TOWN ACCOUNTANT		\$457,942	\$478,595	\$509,466	\$517,040	\$517,040

ADMINISTRATION & FINANCE

CENTRAL PURCHASING GENERAL GOVERNMENT		FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
011381	CENTRAL PURCHASING SALARIES					
	5110 REG WAGES	\$153,000	\$163,093	\$163,847	\$163,872	\$163,872
	SUBTOTAL	\$153,000	\$163,093	\$163,847	\$163,872	\$163,872
011382	CENTRAL PURCHASING EXPENSES					
	5250 ADVRTSNG	\$9,000	\$7,901	\$10,000	\$10,000	\$10,000
	5270 PRINTING	\$140	\$0	\$700	\$700	\$700
	5295 OTHR SVCS	\$1,676	\$884	\$1,200	\$1,200	\$1,200
	5310 OFFICE SUPPLIES	\$262	\$650.00	\$600	\$700	\$700
	5710 TRAVEL	\$772	\$808	\$1,000	\$1,000	\$1,000
	5715 PROFESSIONAL DEVELOPMENT	\$1,493	\$240	\$1,500	\$1,500	\$1,500
	5730 DUES/SUBSCRIPTIONS	\$450	\$450	\$1,200	\$1,200	\$1,200
	SUBTOTAL	\$13,793	\$10,933	\$16,200	\$16,300	\$16,300
	TOTAL CENTRAL PURCHASING	\$166,793	\$174,026	\$180,047	\$180,172	\$180,172

ASSESSING GENERAL GOVERNMENT		FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
011411	ASSESSING SALARIES					
	5110 REG WAGES	\$424,756	\$413,282	\$425,509	\$432,358	\$432,358
	5130 PART TIME	\$0	\$30,300	\$0	\$0	\$0
	SUBTOTAL	\$424,756	\$443,582	\$425,509	\$432,358	\$432,358
011412	ASSESSING EXPENSES					
	5231 TRNS ALLOW	\$4,025	\$4,200	\$2,100	\$2,100	\$2,100
	5270 PRINTING	\$12	\$0	\$0	\$0	\$0
	5295 OTHR SVCS	\$17,400	\$55,268	\$18,000	\$38,000	\$38,000
	5310 OFFICE SUP	\$1,506	\$3,339	\$3,000	\$3,000	\$3,000
	5710 TRAVEL	\$0	\$0	\$1,500	\$1,500	\$1,500
	5715 PROFESSIONAL DEVELOPMENT	\$0	\$430	\$0	\$2,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	\$2,925	\$2,428	\$3,000	\$3,000	\$3,000
	SUBTOTAL	\$25,868	\$65,665	\$27,600	\$49,600	\$49,600
	TOTAL ASSESSING	\$450,624	\$509,247	\$453,109	\$481,958	\$481,958

ADMINISTRATION & FINANCE

COLLECTOR/TREASURER		FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011451	COLLECTOR/TREASURER SALARIES					
5110	REG WAGES	\$329,218	\$365,427	\$371,915	\$366,249	\$366,249
5120	OVERTIME	\$58	\$143	\$500	\$500	\$500
5130	PART TIME	\$2,710	\$2,065	\$2,500	\$2,500	\$2,500
	SUBTOTAL	\$331,986	\$367,636	\$374,915	\$369,249	\$369,249
011452	COLLECTOR/TREASURER EXPENSES					
5250	ADVERTISING	\$0	\$1,468	\$1,450	\$1,450	\$1,450
5270	PRINTING	\$3,408	\$4,011	\$10,500	\$10,500	\$10,500
5295	OTHR SVCS	\$45,934	\$52,172	\$50,000	\$50,000	\$50,000
5310	OFFICE SUP	\$3,596	\$4,364	\$4,000	\$4,000	\$4,000
5395	OTH COMM	\$2,600	\$3,000	\$3,000	\$3,000	\$3,000
5710	TRAVEL	\$1,917	\$1,707	\$3,500	\$3,500	\$3,500
5715	PROFESSIONAL DEVELOPMENT	\$375	\$720	\$500	\$500	\$500
5730	DUES/SUBSCRIPTIONS	\$350	\$740	\$850	\$850	\$850
	SUBTOTAL	\$58,180	\$68,182	\$73,800	\$73,800	\$73,800
	TOTAL COLLECTOR/TREASURER	\$390,166	\$435,818	\$448,715	\$443,049	\$443,049

CENTRAL SERVICES		FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011592	CENTRAL SERVICES EXPENSES					
5225	POSTAGE	\$81,863	\$97,792	\$88,683	\$88,683	\$88,683
5282	REP-OFF EQ	\$0	\$0	\$200	\$200	\$200
5291	RENT EQUIP	\$14,696	\$14,317	\$16,000	\$16,000	\$16,000
5295	OTHR SVCS	\$2,488	\$62,576	\$65,000	\$65,000	\$65,000
5310	OFFICE SUP	\$957	\$775	\$900	\$900	\$900
5420	OFF EQUIP	\$1,101	\$0	\$500	\$500	\$500
	SUBTOTAL	\$101,105	\$175,460	\$171,283	\$171,283	\$171,283
	TOTAL CENTRAL SERVICES	\$101,105	\$175,460	\$171,283	\$171,283	\$171,283

OTHER GENERAL GOVERNMENT BUDGETS

DAMAGES TO PERSONS/PROPERTY

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

DAMAGES TO PERSONS & PROPERTY GENERAL GOVERNMENT		FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
019002	DAMAGES PERS/PROP EXPENSES					
5702	DAMAGE TO PROPERTY	\$2,000	\$277	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$2,000	\$277	\$2,000	\$2,000	\$2,000
	TOTAL DAMAGES TO PERS/PROPERTY	\$2,000	\$277	\$2,000	\$2,000	\$2,000

EMPLOYEE BENEFITS

The Employee Benefits account is the appropriation for the town share of life insurance and Medicare payroll tax for town employees. Also included are funds for accrued benefit payments, tuition reimbursement for approved educational courses and administrative fees for the Town's employee flexible spending plan.

EMPLOYEE BENEFITS GENERAL GOVERNMENT		FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
019101	EMPLOYEE BENEFITS EXPENSES					
5143	ACCUM BENEFITS	\$251,002	\$432,041	\$591,941	\$425,876	\$425,876
	SUBTOTAL	\$251,002	\$432,041	\$591,941	\$425,876	\$425,876
019102	EMPLOYEE BENEFITS EXPENSES					
5207	LIFE INSURANCE	\$6,680	\$6,686	\$7,500	\$7,500	\$7,500
5208	EMPLOYEE ASSISTANCE	\$61,249	\$49,130	\$75,875	\$70,000	\$70,000
5740	MEDICARE	\$559,862	\$590,804	\$586,643	\$604,242	\$604,242
	SUBTOTAL	\$627,792	\$646,620	\$670,018	\$681,742	\$681,742
	TOTAL EMPLOYEE BENEFITS	\$878,793	\$1,078,661	\$1,261,959	\$1,107,618	\$1,107,618

COMMISSION ON DISABILITY

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

COMMISSION ON DISABILITY GENERAL GOVERNMENT		FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
011241	COMM ON DISABILITY SALARIES					
5130	PART TIME	\$1,675	\$1,575	\$1,200	\$1,200	\$1,200
	SUBTOTAL	\$1,675	\$1,575	\$1,200	\$1,200	\$1,200
011242	COMM ON DISABILITY EXPENSES					
5295	OTHR SVCS	\$5,000	\$352	\$5,000	\$5,000	\$5,000
5310	OFFICE SUP	\$0	\$0	\$800	\$800	\$800
	SUBTOTAL	\$5,000	\$352	\$5,800	\$5,800	\$5,800
	TOTAL COMMISSION ON DISABILITIES	\$6,675	\$1,927	\$7,000	\$7,000	\$7,000

LEGAL



Mission Statement

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

Town Counsel

|

Legal Administrator

LEGAL

Mission Statement

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

Department Description

Fiscal Year 2026 represents the second year an in-house Town Counsel and Legal Administrator serve as a Town Department exclusively representing Andover.

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

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

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

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

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

LEGAL

FY2026 Objectives

- Continue refining the provision of legal services for maximum benefit and efficiency for Town officials, departments, boards, and committees through an in-house legal model.
- Defend and pursue the Town’s interests in active and potential litigation matters, including following the directives of Town boards and commissions to assert the Town’s rights and policies regarding land use and development.
- Assist Town officials in advocating the Town’s position and interests in the regulatory and legislative arenas as directed.
- Audit, develop, and promulgate legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town’s legal positions.
- Further Town transparency and communication efforts through effective Public Records management and service.
- Provide further training opportunities for Town boards, committees, and commissions on state ethics, open meeting law, public records law, procurement, Town Meeting, and management of public meetings and hearings.
- Enhance Town Meeting preparation and legal information available for Town officials and the general public.

Position Classification	FTE FY2023	FTE FY2024	FTE FY2025	REQ FY2026	TMREC FY2026	TMREC FY2026
LEGAL						
Town Counsel	0.0	1.0	1.0	1.0	1.0	190,088
Legal Administrator	0.0	1.0	1.0	1.0	1.0	94,054
	0.0	2.0	2.0	2.0	2.0	284,142

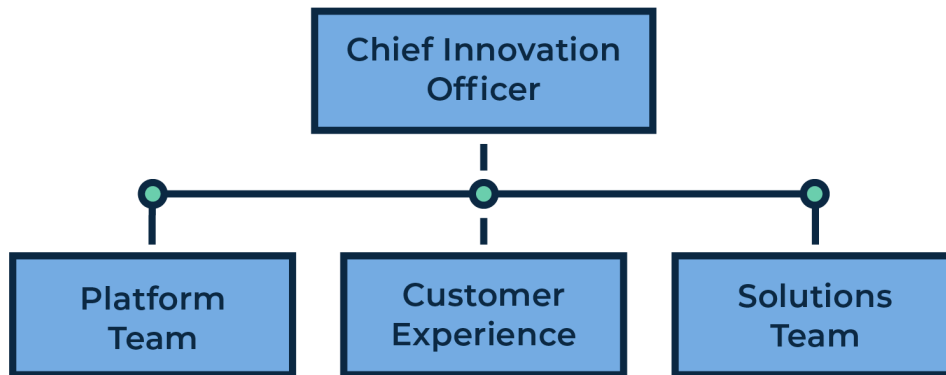
LEGAL		FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011511	LEGAL SALARIES					
	5110 REG WAGES	\$0	\$226,206	\$284,142	\$284,142	\$284,142
	5130 PART TIME	\$6,003	\$5,893	\$0	\$0	\$0
	TOTAL LEGAL SALARIES	\$6,003	\$232,099	\$284,142	\$284,142	\$284,142
011512	LEGAL EXPENSES					
	5295 OTHR SVCS	\$565,184	\$218,454	\$130,000	\$130,000	\$130,000
	5310 OFFICE SUP	\$0	\$36	\$500	\$500	\$500
	5710 TRAVEL	\$0	\$0	\$150	\$150	\$150
	5715 PROFESSIONAL DEVELOPMENT	\$0	\$1,560	\$2,000	\$2,000	\$2,000
	5730 DUES/SUBSCRIPTIONS	\$0	\$0	\$3,600	\$3,700	\$3,700
	SUBTOTAL	\$565,184	\$220,050	\$136,250	\$136,350	\$136,350
	TOTAL LEGAL	\$571,187	\$452,149	\$420,392	\$420,492	\$420,492

INNOVATION & TECHNOLOGY



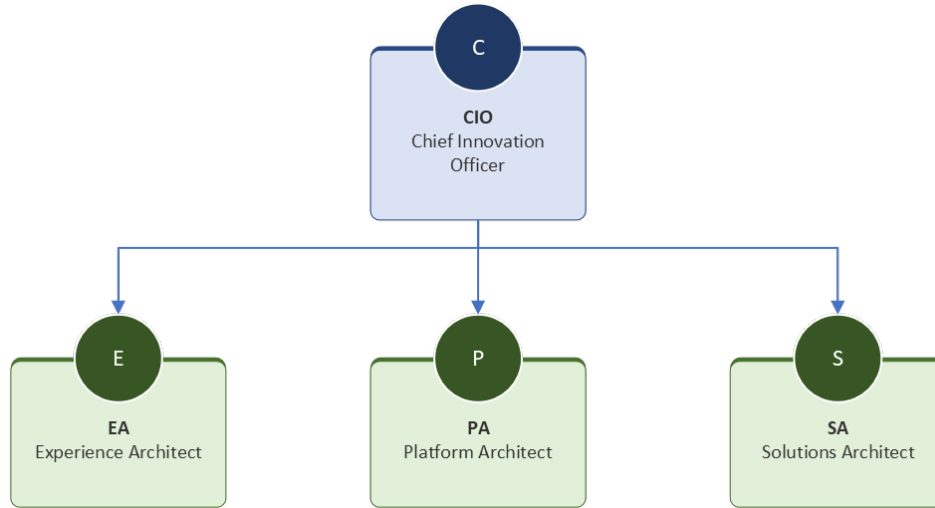
Mission Statement

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



INNOVATION & TECHNOLOGY

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



The **Platform Team** is responsible for designing and deploying all the Town’s hardware, software and networking platforms including servers, storage, network hardware, wireless, unified communications, almost 100 miles of fiber optic infrastructure, security, backup, disaster recovery, email, archiving and user account management. They manage our two redundant data centers and 40+ building-based facilities.

The **Experience Team** handles the deployment and ongoing maintenance of all end user devices as well as the daily support and maintenance of core platform systems. The team is responsible for all various computing devices and equipment the end users rely on daily, including over 10,000 end-user devices and 367 projectors. This team resolves over 5,000 helpdesk tickets and performs 4-500 device repairs annually.

The **Solutions Team** provides technology planning, project management, and database services for applications supporting key Town departments. This division supports education, finance, GIS, library, public safety, and other software critical to Town operations and Andover Public Schools, including the maintenance of over 20,000 student records, 200+ unique applications, 277 GIS map layers, and 67 types of digital permits.

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

INNOVATION & TECHNOLOGY

FY2026 Objectives

Citizen Experience

- Deploy Town project tracking website.
- Standardize to single e-permitting platform for all permits and expand usage.
- Select & deploy new utility billing platform.
- Deploy standardized digital signage solution.
- Streamline citizen communications.

Collaboration & Communications

- Continue display modernization project, finishing AHS, Sanborn, and South while completing the first half of Doherty.
- Standardize & streamline conferencing platform for virtual meetings.
- Improve collaboration experience in Town and School conference rooms and work rooms.
- Standardize distribution, management, and use of Town-issued cellular devices across organization.
- Work with HR to develop & implement professional development opportunities designed to improve overall use of O365 capabilities.

Cybersecurity Improvement Program

- Continuous work on strengthening Town & School cybersecurity through assessments, gap analysis, and ongoing end-user training initiatives.

Devices

- Distribute 500 new laptops to town/school employees.
- Distribute 500 elementary Chromebooks.
- Improve fleet inventory management via new Asset Management System.
- Begin planning for extending 1:1 technology through 8th grade.

Document Digitization

- Continue town-wide document digitization effort.

Emergency Notifications

- Develop training cadence for Town & School users in concert with public safety.
- Complete School PA modernization project.

Governance

- Improve Town and School technology procurement processes to support efficiency and redundancy reduction.
- Develop and implement updated IT policies for Acceptable Use in conjunction with HR.
- Update Written Information Security Policy.

INNOVATION & TECHNOLOGY

Networking & Datacenters

- Replace all end-of-life network switching equipment.
- Increase internet bandwidth to meet growing demand.
- Create mesh topology for critical areas of municipal fiber network to increase redundancy and reduce chance of failure.
- Explore wireless backhauls for critical locations.

New Construction Support

- West Elementary School [Shawsheen Portion].
- Town Office Renovation [1st & 2nd Floors].

Service Delivery

- Begin work on employee self-service portal for simple requests.
- Launch chat-based support capabilities for faster service delivery.
- Evaluate & revise SLAs across the organization.

Standardization & Efficiency

- Identify and deprecate redundant legacy platforms.
- Increase staff use of Office 365 features, including OneDrive for collaboration and file storage, Teams for collaboration and communication, and Planner for small and medium-scale project management.
- Identify & reduce “Shadow” IT deployments through needs-based replacements & policy implementation.

Andover IT Facts & Figures



Platform



Experience



Solutions



INNOVATION & TECHNOLOGY

Position <u>Classification</u>	FTE <u>FY2023</u>	FTE <u>FY2024</u>	FTE <u>FY2025</u>	REQ <u>FY2026</u>	TMREC <u>FY2026</u>	TMREC <u>FY2026</u>
INNOVATION & TECHNOLOGY						
Chief Innovation Officer	0.8	1.0	1.0	1.0	1.0	148,000
Solution Architect	2.2	2.2	2.2	1.0	1.0	135,500
Platform Architect	1.0	1.0	1.0	1.0	1.0	134,055
Experience Architect	1.0	1.0	1.0	1.0	1.0	111,790
Platform Engineer	2.0	1.0	1.0	2.0	2.0	209,933
Solution Manager	2.5	1.5	1.5	2.0	2.0	219,977
Solutions Analyst	2.0	2.0	2.0	2.0	2.0	202,293
Geographic Information Systems Coordinator *	0.6	0.6	0.6	0.6	0.6	58,057
Applications Support Specialist	1.0	1.0	1.0	1.0	1.0	96,467
Technical Resource Coordinator	1.0	1.0	1.0	1.0	1.0	94,485
Technical Service Coordinator	0.0	0.0	0.0	1.0	1.0	93,740
Platform Administrator	3.0	3.0	3.0	1.0	1.0	97,547
Technical Specialist	3.0	3.0	3.0	4.0	4.0	303,259
Asset Coordinator	1.0	1.0	1.0	0.0	0.0	
	21.1	19.3	19.3	18.6	18.6	1,963,657

*Salary Allocated .2 to Water & .2 to Sewer

INNOVATION & TECHNOLOGY		FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011551	INNOVATION & TECHNOLOGY SALARIES					
5110	REG WAGES	\$1,743,406	\$1,652,233	\$1,906,719	\$1,991,110	\$1,991,110
5120	OVERTIME	\$17,021	\$8,219	\$15,187	\$18,500	\$18,500
5130	PART-TIME	\$114,717	\$116,873	\$82,902	\$0	\$0
5140	SEASONAL	\$22,798	\$31,117	\$31,500	\$30,500	\$30,500
	SUBTOTAL	\$1,897,942	\$1,808,442	\$2,036,308	\$2,040,110	\$2,040,110
011552	INNOVATION & TECHNOLOGY EXPENSES					
5260	TECH/INFRASTRUCTURE	\$0	\$0	\$0	\$294,090	\$294,090
5262	APPLICATIONS	\$7,622	\$11,155	\$0	\$246,325	\$246,325
5263	IMAGING	\$2,612	\$4,464	\$6,000	\$4,632	\$4,632
5264	MOBILE	\$5,569	\$5,530	\$5,500	\$9,240	\$9,240
5265	TELECOM	\$100,583	\$92,113	\$112,096	\$84,965	\$84,965
5268	PROFESSIONAL SERVICES	\$11,980	\$23,327	\$24,339	\$21,000	\$21,000
5295	OTHR SVCS	\$500	\$1,126	\$0	\$0	\$0
5310	OFFICE SUP	\$10,578	\$9,574	\$4,100	\$7,750	\$7,750
5355	AUTOMOTIVE FUEL	\$376	\$454	\$800	\$600	\$600
5391	SUPPLIES/DATA PROC	\$1,044	\$3,002	\$2,000	\$6,000	\$6,000
5420	OFFICE EQUIPMENT	\$1,165	\$76	\$2,000	\$0	\$0
5430	OTHER EQUIPMENT	\$0	\$1,516	\$0	\$3,000	\$3,000
5504	TECHNOLOGY	\$706,316	\$767,033	\$763,966	\$333,456	\$333,456
5709	TRAVEL-OPERATIONAL	\$3,331	\$4,218	\$4,000	\$4,500	\$4,500
5710	TRAVEL	\$35	\$0	\$1,000	\$3,500	\$3,500
5715	PROFESSIONAL DEV	\$4,878	\$9,485	\$27,000	\$22,500	\$22,500
5730	DUES/SUBSCRIPTIONS	\$0	\$150	\$1,000	\$0	\$0
	SUBTOTAL	\$856,590	\$933,225	\$953,801	\$1,041,558	\$1,041,558
	TOTAL INNOVATION & TECHNOLOGY	\$2,754,531	\$2,741,666	\$2,990,109	\$3,081,669	\$3,081,669

COMMUNITY DEVELOPMENT & PLANNING



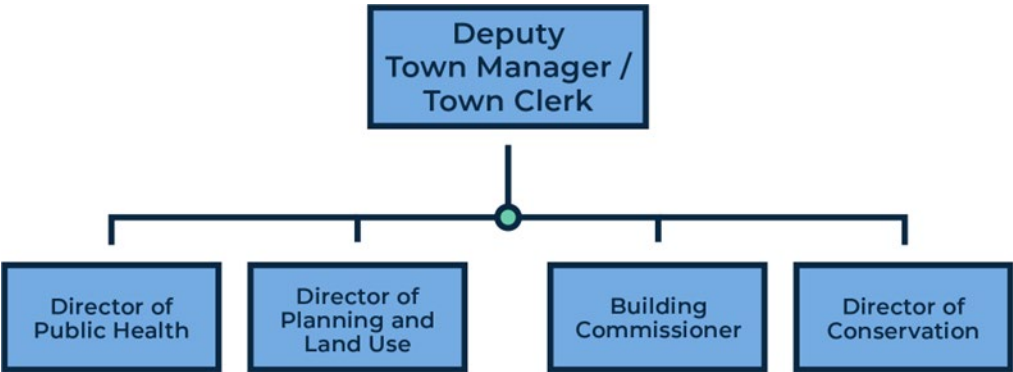
Mission Statements

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 & PLANNING

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

The **Building Division** is charged with the enforcement and interpretation of the Massachusetts State Building Code 780 CMR; the Architectural Access Code 521 CMR; Article VIII of the Town General By-Laws (Andover Zoning By-Law), and Chapter 40A of Massachusetts General Laws (The Zoning Act). The Division also enforces Article 33, Andover Code of By-Laws (Demolition of Historically Significant Buildings and Structures), and Article 36, Andover Code of By-Laws (Ballardvale Historic District By-Law), the Stormwater Management and Erosion Control Regulations and Excavation and Trench Safety Regulations, 520 CMR 14.00.

The Division enforces the conditions placed on the Zoning Board of Appeals' special permits and variances. The Division issues all building permits for all construction under the State Building Code and performs all of the required inspections enumerated therein. The Building Division and Andover Fire Rescue work in conjunction to ensure public safety. Included within the Building Division are the offices of the Electrical and Plumbing & Gas Inspectors. The Zoning Board of Appeals (ZBA) is also administered/supported by the Building Division. The ZBA consists of five regular members and four alternate members appointed by the 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 Conservation Land Manager manages the volunteer Land Stewards, ensures all trails and recreation areas are maintained, oversees habitat restoration work, and coordinates Conservation based Eagle Scout Projects. The Conservation Division is engaging in the clean-up of the Merrimack River; 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.

COMMUNITY DEVELOPMENT & PLANNING

The **Health Division** protects the public health through its Environmental and Community Health Programs. The Environmental Health Program includes the administration and enforcement of the State Sanitary and Environmental Codes, including wastewater disposal, food safety, housing, recreational camps for children, and public and semi-public swimming pools. The Community Health Program encompasses all clinical and medical administration, including Communicable Disease review, immunizations, and public health clinics.

The Andover Health Division hosts two regional public health programs: The Greater River Valley Medical Reserve Corps, and the Healthy Communities Tobacco Control Program. The Division also participates in regional emergency preparedness and public health excellence grant programs. The staff designs programs and implements policies as proposed by the Andover Board of Health (a five-member Board serving three-year terms) to meet the health needs of the community.

The **Planning & Economic Development Division** plays a pivotal role in shaping Andover's development, transportation, and economic landscape. At the forefront of administering land use regulations, the division manages the intricacies of residential, industrial, and commercial development projects within the Town. Handling the processing of plans for a diverse array of projects, the Planning Division is instrumental in ensuring adherence to local regulations. Providing professional technical support, the Planning Division serves key entities including the Planning Board, Town Manager, and Select Board. Its influence extends to special committees and working groups such as the Economic Development Council, MBTA Community Working Group, Transportation Working Group, Housing Trust Fund Board of Trustees, Andover Arts & Culture Alliance, ad hoc Andover Artists Planning Group, the Municipal Engagement Initiative, and the Andover Cultural Council.

The Planning Division's professional staff actively represents the Town in regional bodies like the Merrimack Valley Planning Commission, Comprehensive Economic Development Strategy Working Group, Merrimack Valley Regional Transit Authority, and the Merrimack Valley Transportation Management Association. Additionally, the Planning Board, comprised of six dedicated volunteer members appointed by the Town Manager, plays a crucial role in steering the town's development with their five-year terms. The collective efforts of the division contribute significantly to Andover's growth, ensuring a harmonious balance between progress and community needs.

COMMUNITY DEVELOPMENT & PLANNING

FY2026 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

- Ongoing construction of roadway of the Merrimack River Access Project along the Hefferon Right of Way and the Greater Lawrence Technical School easement.
- Continuing improvement, expansion, and enhancement of recreational opportunities across Andover’s varied and extensive Open Spaces, including public access to the Shawsheen River and the Merrimack River.
- Manage approximately 2,200 acres of Open Space under the care and custody of the Andover Conservation Commission.
- Permit and develop an ADA compliant kayak/canoe boat launch at Nason’s Landing on River Street, including with a handicapped parking area.
- Explore the expansion of existing meadow habitat at Virginia Hammond Reservation in accordance with a Forest Stewardship Plan.
- Host community engagement programs and activities, such as Winterfest and monthly hikes.
- Ongoing review of the Andover Wetland Protection Bylaw and make recommendations for clarifying, strengthening, and updating the Bylaw and implementing regulations.
- Continue the Merrimack River cleanup effort using appropriated funds with the assistance of vendors, the Department of Public Works, Public Safety, local conservation organizations and volunteers.
- Engage with federal (National Oceanographic & Atmospheric Administration) and state (MA Division of Marine Fisheries) to better understand diadromous fish populations and work to improve fish passage in the Shawsheen River.
- Collaborate with the Town’s Sustainability Coordinator in overseeing Andover’s second Municipal Vulnerability Preparedness (MVP) Grant, which will identify and prioritize properties along the Shawsheen River for future land acquisition with the goal of increasing climate resiliency and flood storage.
- Acquire additional public land for conservation purposes by gift, purchase, and voluntary Conservation Restrictions & Easements.
- Collaborate with the Open Space Task Force to assist with Town acquisition of land for the preservation and improvement of public Open Space and Sustainability.
- Develop long-term management objectives for Andover Conservation land and implement land management and forestry directives such as invasive species control, native plantings, and habitat creation/restoration.
- Identify and resolve encroachments on Conservation property.

COMMUNITY DEVELOPMENT & PLANNING

- Improve signage, trail markings and kiosks in partnership with local Scout organizations and other volunteers.
- Promote diversity, equity, and inclusion in all aspects of Conservation projects and policy through initiatives such as language translation and comprehensive interpretive signage.

HEALTH

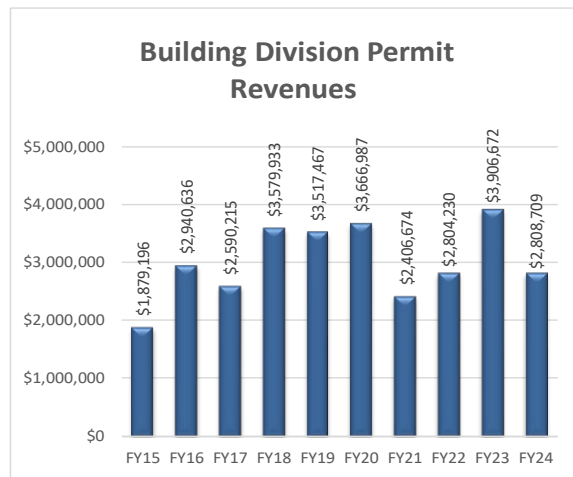
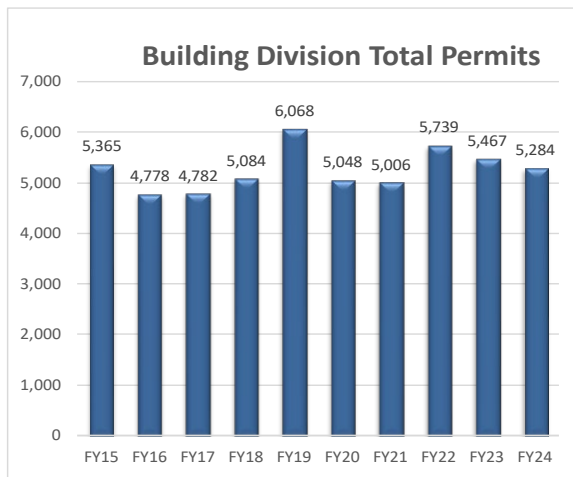
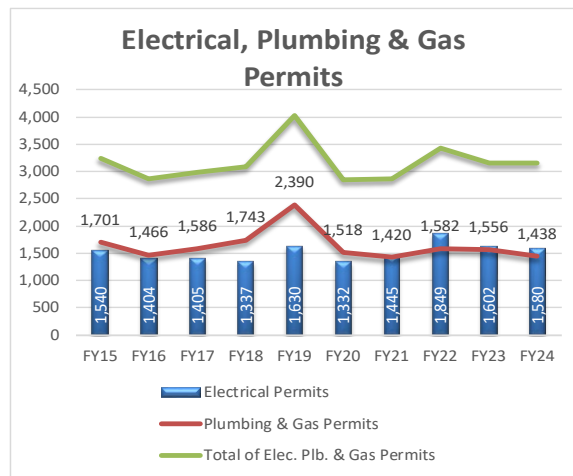
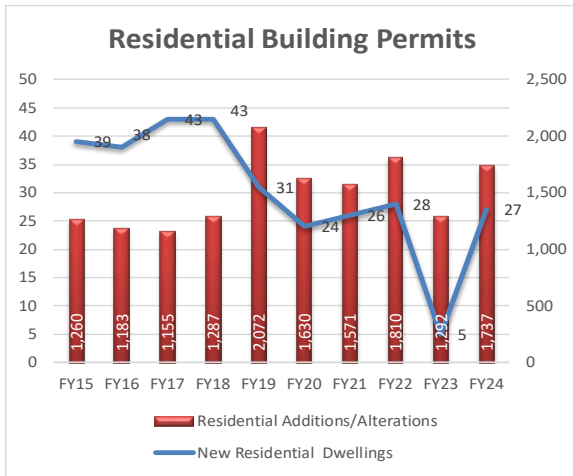
- Continue to implement the Community Health Improvement Plan (CHIP) developed as part of the Comprehensive Community Health Assessment being conducted in FY2023.
- Continue updating Board of Health Regulations and policies.
- Redesign immunization clinic operations to ensure appropriate and cost-effective service operations.
- Implement new educational opportunities within the Community.
- Work regionally to standardize permitting requirements & establish shared inspection opportunities.

PLANNING & ECONOMIC DEVELOPMENT

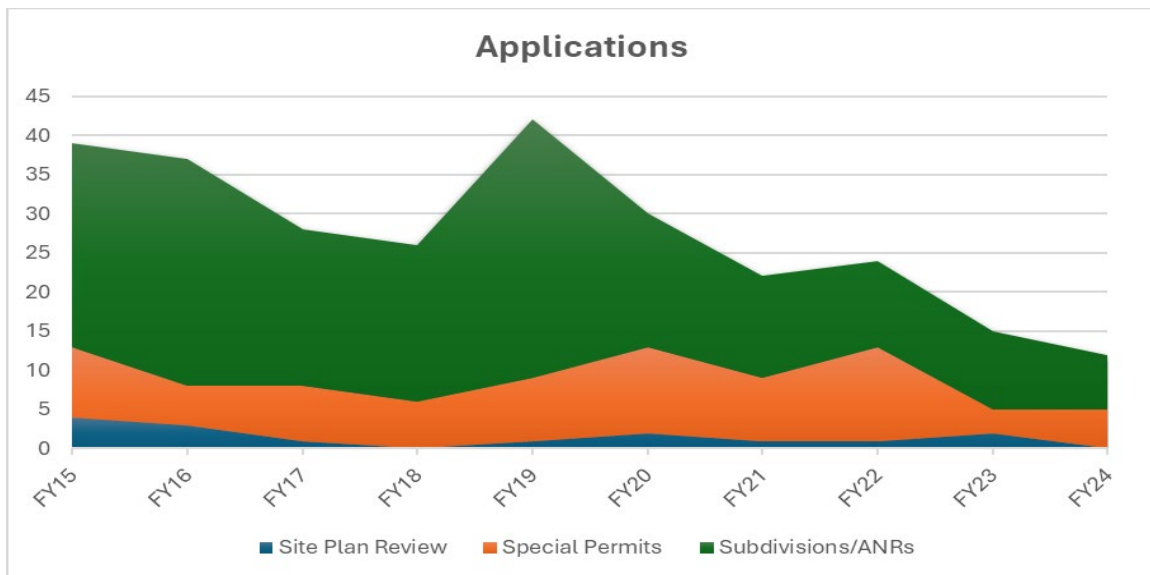
- Oversee construction of the mixed-use development project at the Old Town Yard, exploring opportunities to align with the recently adopted [Comprehensive Plan](#), focusing on diversity, inclusion, sustainability, and public health.
- Spearhead initiatives for [Town Meeting 2025](#), including efforts related to the creation of the Central Street Historic District, Accessory Dwelling Units, and amendments to the Flood Hazard Overlay District.
- Manage and oversee the [Essex Street Corridor Project](#), focusing on targeted pedestrian and vehicular improvements.
- Finalize parking counts downtown and make recommendations regarding parking lot pricing and time zones.
- Work with senior management to develop a process to advance the work identified in the [Old Town Hall Adaptive Re-Use Feasibility Study](#), contributing to the preservation and revitalization of this historic site.
- Complete the 2025 Housing Production Plan according to EOHLC guidelines and requirements.
- Collaborate with the Andover Cultural Council and Andover Arts and Culture Alliance to advance the planning and development of a town-wide Arts and Culture planning for 2025.
- Work with the Department of Public Works, Sustainability Division, and Andover Police department to formulate a [Complete Streets Prioritization Plan & Active Transportation Plan](#), promoting safety and encouraging walking and bicycling.
- Lead Business Development efforts in downtown and other business districts, emphasizing recruitment, retention, promotion, and outreach for a thriving local business community. Continue to hold monthly small business meetings.
- Surveying downtown businesses in early 2025 and developing an action plan with Andover Chamber.

COMMUNITY DEVELOPMENT & PLANNING

Building Division Performance Statistics



Planning Division Performance Statistics



COMMUNITY DEVELOPMENT & PLANNING

Position Classification	FTE FY2023	FTE FY2024	FTE FY2025	REQ FY2026	TMREC FY2026	TMREC FY2026
COMMUNITY DEVELOPMENT AND PLANNING						
<u>ADMINISTRATION</u>						
Office Administrator	1.0	1.0	1.0	1.0	1.0	98,391
Assistant Office Administrator	1.0	1.0	1.0	1.0	1.0	63,956
Office Assistant	0.0	0.0	0.0	0.28	0.28	14,607
Administrative Secretary	4.0	3.0	3.5	3.5	3.5	230,670
	6.0	5.0	5.5	5.8	5.8	407,624
<u>BUILDINGS</u>						
Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	128,764
Electrical Inspector	1.0	1.0	1.0	1.0	1.0	96,907
Local Building Inspector	1.0	1.0	1.0	1.0	1.0	94,417
Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	94,485
Alternate Inspectors/Weights & Measures	0.0	0.0	0.0	0.0	0.0	76,872
	4.0	4.0	4.0	4.0	4.0	491,445
<u>CONSERVATION</u>						
Director of Conservation	1.0	1.0	1.0	1.0	1.0	123,416
Conservation Agent	1.0	1.0	1.0	1.0	1.0	87,516
Land Manager	1.0	1.0	1.0	1.0	1.0	78,795
	3.0	3.0	3.0	3.0	3.0	289,727
<u>HEALTH</u>						
Director of Health	1.0	1.0	1.0	1.0	1.0	138,421
Assistant Director of Public Health	1.0	1.0	0.8	0.8	0.8	87,977
Registered Nurse	0.8	0.8	0.8	0.8	0.8	81,718
Health Inspector	1.0	1.0	1.0	1.0	1.0	87,516
Health Agent	1.0	1.0	1.0	1.0	1.0	98,391
	4.8	4.8	4.6	4.6	4.6	494,023
<u>PLANNING</u>						
Land Use & Planning Director	1.0	1.0	1.0	1.0	1.0	139,065
Director Business Arts Culture	1.0	1.0	1.0	1.0	1.0	110,274
Senior Planner	1.0	1.0	1.0	1.0	1.0	113,365
Planner	1.0	1.0	1.0	1.0	1.0	95,471
Associate Planner	1.0	1.0	1.0	1.0	1.0	85,275
	5.0	5.0	5.0	5.0	5.0	543,450
Total Community Development & Planning	22.8	21.8	22.1	22.4	22.4	2,226,269

COMMUNITY DEVELOPMENT & PLANNING

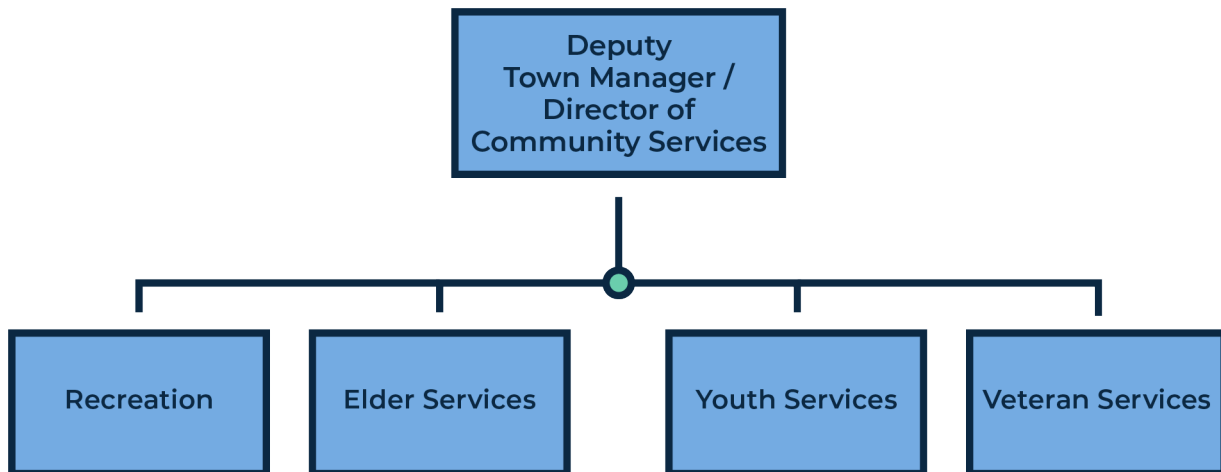
COMMUNITY DEVELOPMENT/PLANNING GENERAL GOVERNMENT		FY2023 ACTUAL	FY2024 ACTUAL	FY2025 BUDGET	FY2026 DEPT REQ	FY2026 TOWN MGR
011801	COMMUNITY DEVELOPMENT SALARIES					
5110	REG WAGES	\$1,889,320	\$1,931,843	\$2,067,969	\$1,933,887	\$1,933,888
5120	OVERTIME	\$23,851	\$26,004	\$27,605	\$27,605	\$27,605
5130	PART TIME	\$155,048	\$157,783	\$169,054	\$299,665	\$269,665
	SUBTOTAL	\$2,068,218	\$2,115,630	\$2,264,628	\$2,261,157	\$2,231,158
011802	COMMUNITY DEVELOPMENT EXPENSES					
5220	TELEPHONE	\$6,907	\$7,886	\$7,708	\$7,708	\$7,708
5231	MONTHLY TRANSP	\$19,693	\$20,440	\$20,440	\$20,440	\$20,440
5250	ADVERTISING	\$1,045	\$1,355	\$1,000	\$1,000	\$1,000
5270	PRINTING	\$2,465	\$1,080	\$3,000	\$3,000	\$3,000
5271	CREDIT CARD FEES	\$2,130	\$1,513	\$2,000	\$1,200	\$1,200
5276	CULTURE & BUSINESS DEV	\$2,471	\$3,615	\$3,000	\$3,500	\$3,500
5286	MAINT/REP LAND	\$2,115	\$3,454	\$8,700	\$8,700	\$8,700
5294	CLOTHING/BOOT ALLOWANCE	\$708	\$837	\$2,000	\$2,000	\$2,000
5295	OTHR SVCS	\$124,470	\$87,422	\$115,804	\$90,950	\$90,950
5310	OFFICE SUP	\$5,614	\$4,519	\$7,000	\$6,000	\$6,000
5322	VACCINATIONS/TESTING	\$1,047	\$1,402	\$2,000	\$2,000	\$2,000
5394	SUPPLIES/BOOKS	\$1,229	\$708	\$800	\$800	\$800
5420	OFFICE EQUIP	\$5,570	\$9,417	\$9,000	\$9,000	\$9,000
5710	TRAVEL	\$18,305	\$17,546	\$25,000	\$24,000	\$24,000
5715	PROF DEV	\$11,851	\$15,645	\$14,300	\$14,300	\$14,300
5730	DUES/SUBSCRIPTIONS	\$24,678	\$24,728	\$25,850	\$24,840	\$24,840
5795	CONSERVATION PROGRAMMING	\$2,979	\$1,912	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$233,276	\$203,479	\$249,602	\$221,438	\$221,438
011801	COMMUNITY DEVELOPMENT REVENUES					
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	\$2,276,494	\$2,294,109	\$2,489,231	\$2,457,595	\$2,427,596

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.



COMMUNITY SERVICES

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

- Youth development and leadership
- Crisis case management
- Elder services
- After school care
- Seasonal recreation and enrichment programming
- Home delivered and congregate meals
- Accessible transportation
- Cultural celebrations
- Advocacy and outreach

Additionally, the Department of Community Services in conjunction with other Town Departments serves as trustee and programmer for many of Andover's most treasured resources such as Pomp's Pond/Rec Park, the Andover Youth and Senior Centers and our many green spaces, fields, and playgrounds. In addition, the Department of Community Services will play a leading role in the planning and development of the Chandler Road Recreation Area in FY26 and beyond.

FY2026 Goals

- Continued support of diverse programming and event opportunities within the community.
- Continued commitment to organizational alignment across the Department in the interest of operational efficiency, effectiveness and creative collaboration.
- Continued expansion of program options to meet the evolving needs of the community including additional offsite program offerings.
- Expand transportation options and supports for senior and disabled residents.
- Reduction of barriers to ensure those underserved and/or under-represented can access any/all services and programs of interest.
- On-going focus on building partnerships and collaborations inside and outside of government which contribute to enhancing the Andover's sense of community.
- Provide revenue offset through program receipts to help advance the capital needs of the Department

COMMUNITY SERVICES

ELDER SERVICES

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

The Division is funded through a combination of municipal funding, state and foundation grants, user fees, private donations, and the contribution of hundreds of volunteers without whom mission would not be met. During FY24 the Division received \$145,808.00 in grants and donations. In FY25 The Division applied for and received multiple grants. They were awarded a grant for \$45,000 from the Executive Office of Elder Affairs to conduct a Needs Assessment for the Supportive Adult Day Program; and grants from AARP and the Massachusetts Council on Aging (MCOA) for the construction of garden space. The grants from AARP and MCOA combined with a Town of Andover Participatory grant and private donations enabled the design and construction of the Playstead Intergenerational Garden.

In 2024 the Robb Center continued to expand programming and services. The Center experienced at 10% increase in participation in overall attendance. In response to the need for more programming, they began leasing space one day a week at South Church. Not only has the Center continued to experience growth in programming and services but is firmly established as a community resource hub for residents in 2024 the Center received and responded to 17,000 phone calls.

Vision

To create an environment where age is a credential not a barrier.

Mission Statement

To provide individuals, regardless of background, the opportunity to seek and readily find fulfillment and growth through programs and services that nurture mind, body and spirit.

FY2026 Objectives

- Through expanded community outreach and marketing increase participation and support.
- Continued coordination of the delivery of critical services to elders and their families including congregate and home delivered meals, crisis case management, advocacy, information and referral, health monitoring, Adult Social Day Care, emergency preparedness and cross-departmental collaboration.
- Expand transportation offerings to residents to include supported medical rides, ridesharing education and services, rides to Townwide events such as Town Meeting, Andover Days, etc.
- Leadership, support, and coordination of Andover's robust senior volunteer program.
- Continued collaboration with other Divisions within the Department to ensure a strong presence within the community.

COMMUNITY SERVICES

RECREATION

Andover Recreation provides social, educational, cultural and recreational opportunities to Andover residents of all ages and abilities. Daytime, evening and weekend programs, classes, special events, trips, workshops, and public performances are offered throughout the year. Increased enrollments are attributed to repeat family participation, excellent instructors, an improved social media presence, upgraded website registration capabilities, and listening to the needs of the community and adjusting current programs and future program offerings as needed. The Division's after school care program, Kid Care, continues to expand its service to Andover families seeking an affordable after-school care option. The Kid Care program is currently offered in all five elementary schools in Andover from dismissal until 6:00 pm. This valued service provides reliable and affordable afterschool childcare to over 600 students.

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

Recreation activities encompass a wide spectrum of programs including multiple 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.

Mission Statement

Andover Recreation provides Andover residents with a myriad of social, educational, cultural, and recreational opportunities while embracing diversity and accessibility for all ages. Andover Recreation strives to rate the pulse of the community and incorporate those ideas into valued programs for its citizens now and into the future.

The overarching goal of Andover Recreation is to enrich the lives of Andover residents by offering diverse and inclusive social, educational, cultural, and recreational opportunities for all ages, while actively engaging with the community to ensure that programs reflect their needs and recreational aspirations, now and in the future.

Andover Recreation has developed several working objectives to assist in the successful mission of the division.

COMMUNITY SERVICES

FY2026 Objectives

Program Development

Create and implement a diverse range of recreational programs and events that cater to various age groups and interests within the community.

Community Engagement

Conduct regular surveys and needs assessments to gather feedback on residents' needs and preferences, ensuring programs are aligned with local interests as well as participant expectations.

Accessibility Initiatives

Evaluate and enhance facilities and programs to be more accessible to individuals of all abilities.

Partnership Expansion

Foster partnerships with local organizations, schools, town departments, and businesses to broaden the scope and impact of recreational offerings and community engagement.

Marketing and Outreach

Develop a comprehensive marketing plan to increase awareness and participation in recreational programs, focusing on social media.

Administrative & Financial Practices

Establish ongoing practices to evaluate and update as needed the efficiencies and effectiveness of current administrative processes, financial systems, and program execution.

Capital Planning & Facility Management

Create and implement a long-term capital asset management plan which includes ongoing maintenance practices, replacement timelines, and potential funding sources for both.

FY2025/2026 Objectives

- Pilot recreation programming at Shawsheen school with a focus on preschool ages.
- Increase collaborations with in-town organizations on community programming opportunities.
- Enhance Recreation's social media presence and continue to improve our website.
- Implement ADA and Therapeutic Recreational opportunities throughout the year.
- Continue to upgrade recreational facilities with a focus on accessibility and program growth.
- Increase opportunities for intergenerational and family events and programs.
- Create program and special event series for canine's and their families.
- Continue to refine the scholarship intake and awarding process.

COMMUNITY SERVICES

VETERANS SERVICES

The Veterans Services Division provides two distinct Veterans Programs; a benefits program and a service program for Andover's 3,000 Veterans and their families. The benefits program provides monetary assistance for food, clothing, shelter, utilities, medical care and more for eligible Veterans and their dependents. The benefits program is paid for by the Town and reimbursed 75% by the State. The service program provides assistance in obtaining Federal benefits such as disability compensation, pensions, education, housing, hospitalization, burial and other benefits available under Federal Law. The Veterans Director is also by law the Town's burial agent and graves registration officer. The law requires that all Veterans' graves be properly cared for and decorated. It also provides for proper burial of a Veteran with financial assistance provided if necessary. There are over 5,000 veterans interred within the Town's ten cemeteries. Memorial Day, Flag Day, Purple Heart Day, September 11th, Veterans Day, Pearl Harbor Remembrance Day, Wreaths Across America, and other civic/patriotic observances are run by this office.

State Benefits - In 2024, the office responded to numerous public assistance requests from veterans for fuel, food, housing, burials, medical needs and other under Massachusetts General Law Chapter 115 (M.G.L. C115). This public assistance program is paid for by the Town and reimbursed 75% by the State under M.G.L. C115. The Veterans' Office managed recurring public assistance cases for veterans and/or their families throughout the year, culminating in over \$58,000.00 disbursed to veterans and their dependents.

Federal Benefits - Obtaining federal benefits for local veterans is a priority in the office to include service-connected disability claim processing. In 2024 the office secured \$1,245,600.00 in Federal benefits for veterans and their dependents.

The Division invests a substantial amount of time in coordinating and executing on a number of recognition events and ceremonies throughout the year with the express intent of both honoring those that have served and to support a robust community response to those Veterans who call Andover their home. Veterans' Services planned and coordinated the patriotic ceremonies in observance of Memorial Day, Flag Day, 4th of July, September 11th, Veteran's Day, the Annual Veteran Recognition Luncheon, iPods for Veterans Luncheon, Wreaths Across America, and placed flags on the graves of veterans buried in Andover. Veteran involvement with school assemblies and other civic activities during the year were also handled by the Veterans' Services Office.

Mission Statement

To do whatever is necessary to provide Andover's 3,000 veterans, their families and dependents with benefits, entitlements and services which ensure for their well-being, health and safety in the community.

COMMUNITY SERVICES

FY2025 Highlights

- Direct outreach to 400 Andover veterans not yet connected to the office resulting in a 20% response/registration rate.
- Collaborations with the Eagle Scouts, Stonehill Assisted Living, Bear Mountain Assisted Living, Atrium Marlin Place Assisted Living, Andover Elder Services, Andover Youth Services, iPods for Wounded Veterans, Run for the Troops, Massachusetts Army National Guard Funeral Honors Team, several local Funeral homes, and Wreaths Across America to improve the lives of Andover’s veteran population and their families.
- Over 500 Veterans were assisted by the Andover Veterans Office in 2024. This includes phone calls, emails, walk-in, appointments, and several Veterans from other communities in the Commonwealth, New Hampshire, and Vermont. 333 Andover Veterans receive VA Federal Benefits. 94 Veterans were approved for VA Federal benefits with 21 Veterans still awaiting a decision from Veterans Affairs.
- 550 volunteers assisted the Division with the decoration of graves for Memorial Day and Veteran’s Day, laying of wreaths on Veteran’s graves for Wreaths Across America, and provided support with all our recognition events.

FY2026 Objectives

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

Benefit	2024 Veterans and/or Veteran’s Families Served	\$ Value
Service Connected Disability	333	\$1,225,128.55
Military Pension	3	\$4,658.00
Dependent Pension	8	\$13,449.45
Burial Benefits	3	\$2,364.00
TOTAL	347	\$1,245,600.00

2025 Memorial Day Parade – Monday May 26th, 2025 10:00am

Observances are also scheduled at West Parish Cemetery at 7:00 A.M., St. Augustine’s Cemetery at 7:30 A.M. and Spring Grove Cemetery at 8:00 A.M.

COMMUNITY SERVICES

YOUTH SERVICES

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

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

Over the past year, Youth Services:

- Continued to grow the AYS's summer day program, Outer Limits to an average of 61 children per week from an average of 48 in 2023.
- Established a robust series of weekly Community Services opportunities within Andover and the surrounding area for middle school and high school students.
- Developed a Middle School AYS Youth Council which meets twice a month to discuss leadership, policy, youth voices and the future direction of AYS.
- Expanded collaboration with Merrimack College through volunteer opportunities and through clinics and programs lead by MC varsity athletes.
- Collaborated with Community Services Divisions, Andover Public Schools, various town departments and community partners to offer events and meetings such as Holiday Happenings, Diwali celebration, job fairs, Road Races, sports banquets and miscellaneous community events.
- Attended first Youth Leadership Summit with CORE-4 Youth Retreat since pre-Covid.
- Revamped the GRIT Fitness Center with all new equipment as well as the Cormier Youth Center's lobby.

Mission Statement

The mission of Andover Youth Services is to provide young people of all abilities with safe and useful experiences that promote healthy growth and development. AYS offers a variety of recreational and enrichment programs, as well as support services that appeal and respond to the diverse interests and needs of Andover youth and their families, within a safe and welcoming environment.

COMMUNITY SERVICES

FY2025 Highlights

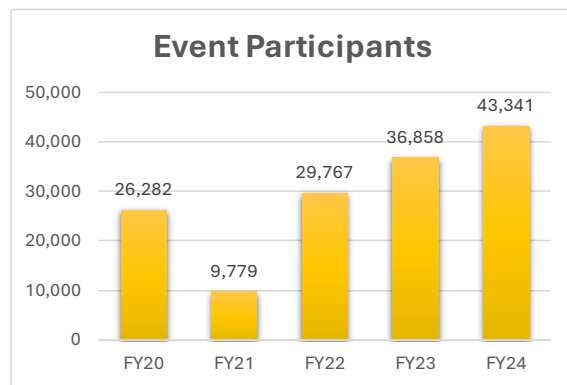
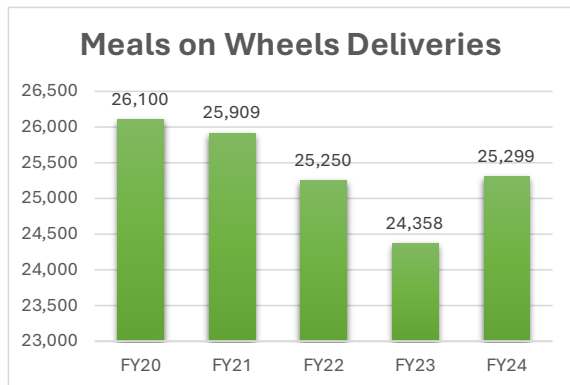
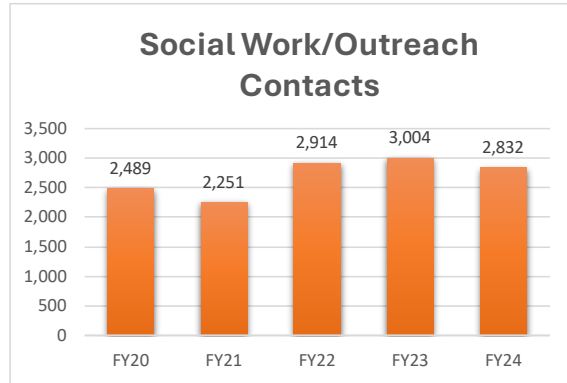
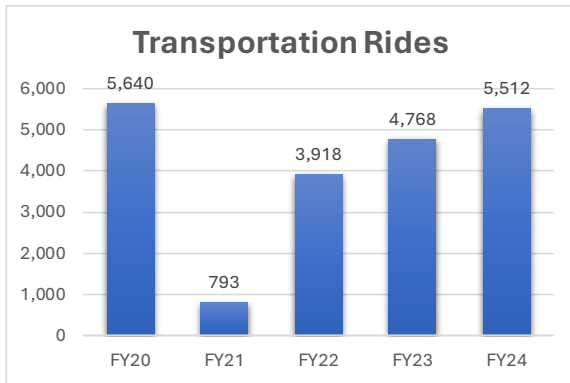
- AYS Block Party Membership and daily attendance increased.
- Expand the Outer Limits summer attendance from 337 in 2023 to 426 in 2024.
- Provided over 50 scholarships for memberships, programs and summer activities.
- Increased youth team participation by 18% (Field Hockey, Girls Travel Basketball, Wrestling, Cross Country, Track, Lego Robotics & Ultimate Frisbee).
- Provided over 70 high school and college students with leadership and volunteer opportunities as well as 80+ middle schoolers.

FY2026 Objectives

- Ensure for the continued growth and expansion of services to Andover's youth and families.
- Increase membership and use of CYC for Andover High School students both as participants and mentors.
- Continue to prioritize youth development activities through the lens of Diversity, Equity and Inclusion.
- Expand outreach and partnerships in the business community with a focus on promoting Youth programming and sponsorships.
- Continue to grow and expand Youth Leadership opportunities like Youth Council, Core-4, Mentorship and Community Services.
- Increase AYS Membership retention rates for 6th to 7th grade and 7th to 8th grade.
- Continue to offer and add a wide variety of programs, classes and workshops so every youth in Andover has the opportunity to be involved in something they are passionate about.
- Increase Outer Limits summer enrollment by 10%.

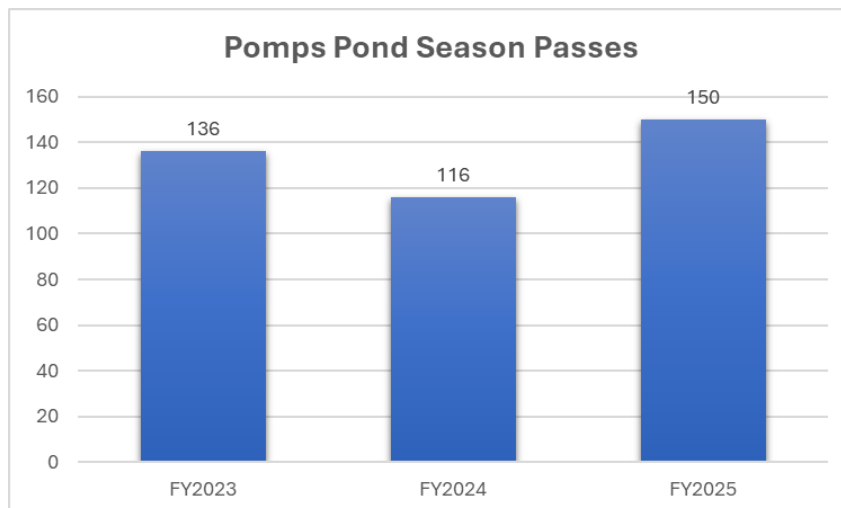
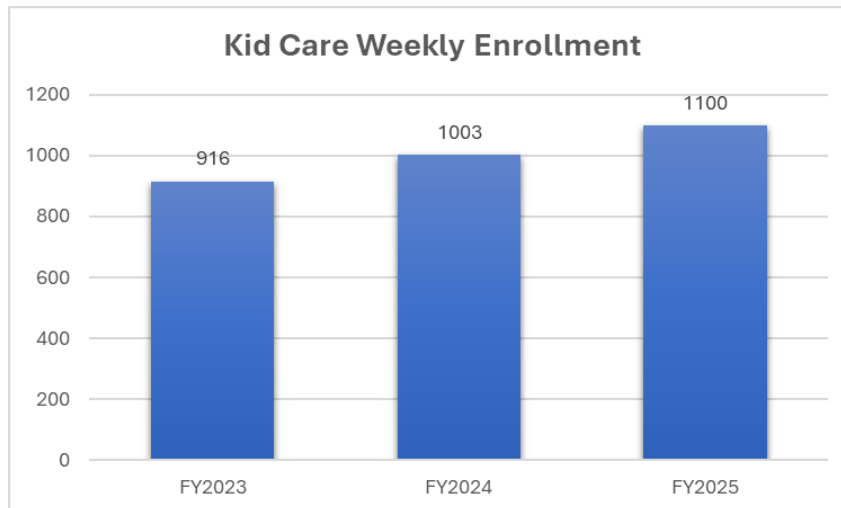
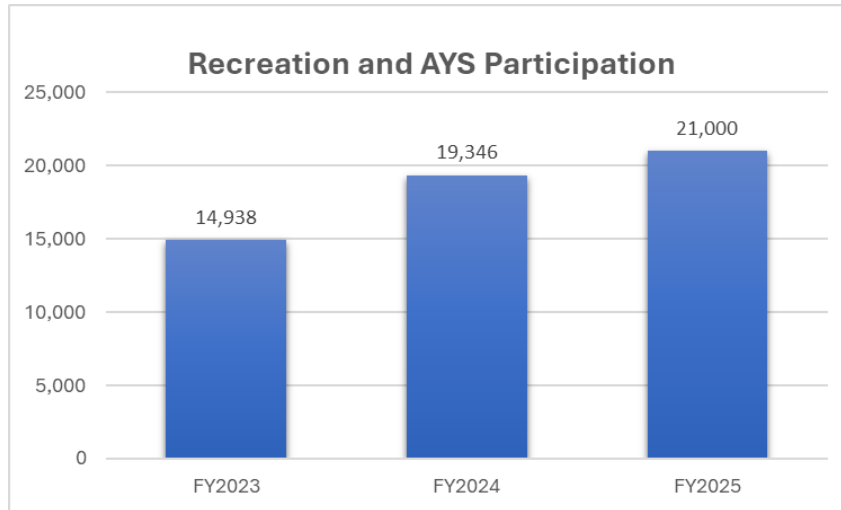
COMMUNITY SERVICES

Elder Services Division Performance Statistics



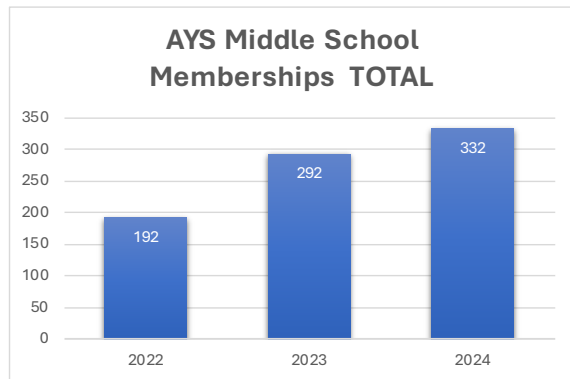
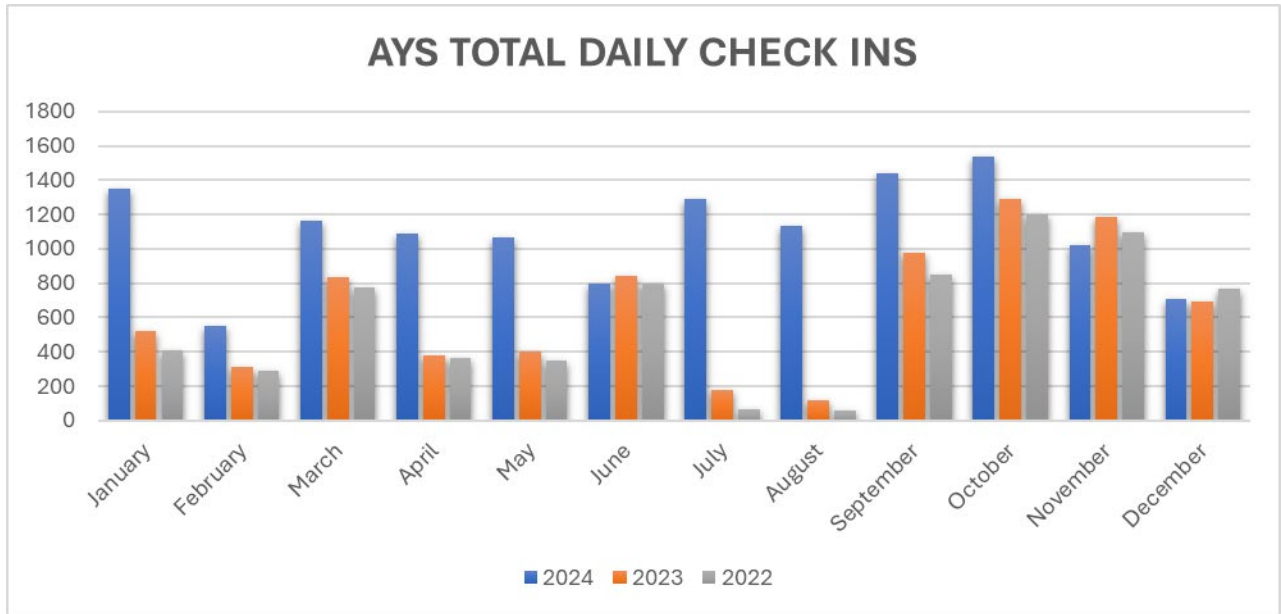
COMMUNITY SERVICES

Recreation Performance Statistics



COMMUNITY SERVICES

Youth Services Performance Statistics



COMMUNITY SERVICES

Position Classification	FTE FY2023	FTE FY2024	FTE FY2025	REQ FY2026	TMREC FY2026	TMREC FY2026
RECREATION						
Recreation Director	1.00	1.00	1.00	1.00	1.00	135,000
Assistant Recreation Director	1.00	1.00	1.00	1.00	1.00	95,615
	2.00	2.00	2.00	2.00	2.00	230,615
<u>Positions funded from program revenues</u>						
Kid Care Director	0.00	0.00	1.00	1.00	1.00	94,956
Assistant Recreation Director	1.00	1.00	1.00	1.00	1.00	89,571
Office Assistant I	1.00	1.00	1.00	1.00	1.00	73,890
Office Assistant II	0.00	0.55	0.55	0.55	0.55	34,498
Office Administrator	0.50	0.50	0.50	0.25	0.25	17,249
Recreation Programmer	1.00	2.00	2.00	1.00	1.00	64,838
Program Coordinator	0.00	0.50	0.50	0.00	0.00	
Program Assistant II	1.00	1.00	1.00	1.00	1.00	68,887
	4.50	6.55	7.55	5.80	5.80	443,889
	6.50	8.55	9.55	7.80	7.80	674,504
YOUTH SERVICES						
Director of Youth Services	1.00	1.00	1.00	1.00	1.00	115,644
Assistant Director*	1.00	0.75	0.75	1.00	1.00	95,961
Program Coordinator	1.00	3.00	1.00	1.00	1.00	80,170
Outreach Worker**	1.00	0.25	0.25	0.00	0.00	
	4.00	5.00	3.00	3.00	3.00	291,775
*Salary Allocated .25 to ARPA in FY24 & FY25						
**Salary Allocated .75 to ARPA in FY24 & FY25, Fully funded by a grant in FY26						
<u>Postions funded by program revenues & grants</u>						
Program Coordinator	0.00	0.50	1.50	2.00	2.00	152,452
Program Assistant II	1.00	0.00	0.00	0.00	0.00	
Office Administrator	0.00	0.00	0.00	0.25	0.25	17,249
Office Assistant	0.00	0.00	0.33	0.33	0.33	20,000
Outreach Worker	0.00	0.00	0.00	1.00	1.00	79,170
	1.00	0.50	1.83	3.58	3.58	268,871
	5.00	5.50	4.83	6.58	6.58	560,646
ELDER SERVICES						
Director of Elder Services	1.00	1.00	1.00	1.00	1.00	115,644
Outreach Coordinator	0.90	0.90	0.90	0.90	0.90	86,883
Program Coordinator	1.00	0.00	0.00	0.00	0.00	
Assistant Director of Elder Services	0.00	1.00	1.00	1.00	1.00	93,279
Manager of Food & Nutrition Services	1.00	1.00	1.00	1.00	1.00	84,013
Office Administrator	0.50	0.50	0.50	0.50	0.50	35,841
Social Services Case Manager	1.00	1.00	1.00	1.00	1.00	76,915
Services Program Coordinator	1.00	1.00	1.00	1.00	1.00	71,836
Office Assistant I	0.70	0.70	0.70	0.70	0.70	38,451
Drivers	1.08	1.08	1.08	1.08	1.08	55,168
Food Service Worker	0.55	0.94	0.94	0.94	0.94	16,179
	8.73	9.12	9.12	9.12	9.12	674,209
<u>Postions funded by program revenues & grants</u>						
Community Outreach Nurse	0.15	0.15	0.15	0.15	0.15	15,135
Senior Connections Lead Program Assistant	1.00	1.00	1.00	1.00	1.00	62,847
Office Assistant I	0.45	0.45	0.45	0.45	0.45	18,049
Food Service Worker	0.25	0.55	0.55	0.55	0.55	42,064
Senior Connection Aides	0.70	0.70	0.70	0.70	0.70	15,067
Program Assistant	0.70	0.70	0.70	0.70	0.70	40,935
	3.25	3.55	3.55	3.55	3.55	194,097
	11.98	12.67	12.67	12.67	12.67	868,306
VETERANS SERVICES						
Director of Veteran Services	1.00	1.00	1.00	1.00	1.00	102,682
	1.00	1.00	1.00	1.00	1.00	102,682
GRAND TOTAL	24.48	27.72	28.05	28.05	28.05	2,206,138
Adminstration, Wellness & Support & Andover Diverse contain positions that were eliminated or moved to other departments in FY25.						

COMMUNITY SERVICES

RECREATION		FY2023	FY2024	FY2025	FY2026	FY2026
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016301	RECREATION SALARIES					
5110	REG WAGES	\$180,117	\$219,893	\$203,123	\$233,615	\$233,615
5120	OVERTIME	\$913	\$242	\$0	\$0	\$0
5130	PART-TIME	\$0	\$1,097	\$0	\$0	\$0
5140	SEASONAL	\$286,925	\$240,428	\$330,000	\$290,000	\$290,000
	SUBTOTAL	\$467,955	\$461,659	\$533,123	\$523,615	\$523,615
016302	RECREATION EXPENSES					
5211	ELECTRICITY	\$5,588	\$6,613	\$7,000	\$55,500	\$55,500
5220	TELEPHONE	\$1,548	\$1,042	\$2,800	\$1,500	\$1,500
5225	POSTAGE	\$6,744	\$13,649	\$6,800	\$6,800	\$6,800
5231	TRANS ALLOWANCE	\$1,200	\$1,200	\$2,400	\$1,200	\$1,200
5270	PRINTING	\$77	\$37	\$1,000	\$2,000	\$2,000
5271	CREDIT CARD FEES	\$3,047	\$1,310	\$0	\$0	\$0
5282	REP-OFFICE EQUIP	\$1,461	\$1,500	\$1,500	\$1,500	\$1,500
5295	OTHR SVCS	\$117,440	\$146,633	\$130,000	\$130,000	\$130,000
5310	OFFICE SUPPLIES	\$7,363	\$4,410	\$7,000	\$5,000	\$5,000
5355	AUTOMOTIVE FUEL	\$244	\$378	\$400	\$0	\$0
5370	SUPPLIES CONSTRUCTION	\$25,773	\$14,387	\$20,000	\$20,000	\$20,000
5392	SUPPLIES RECREATION	\$30,580	\$15,532	\$25,000	\$25,000	\$25,000
5504	TECHNOLOGY	\$15,346	\$16,507	\$16,000	\$16,000	\$16,000
5710	TRAVEL IN-STATE	\$3,884	\$3,265	\$3,000	\$3,000	\$3,000
5715	PROF DEV	\$2,918	\$3,148	\$3,000	\$3,000	\$3,000
5730	DUES/SUBSCRIPTIONS	\$529	\$527	\$2,500	\$600	\$600
	SUBTOTAL	\$223,745	\$230,137	\$228,400	\$271,100	\$271,100
016302	RECREATION REVENUES					
5811	FROM SALE OF SERVICE	-\$534,599	-\$556,531	-\$576,531	-\$600,000	-\$655,500
	SUBTOTAL	-\$534,599	-\$556,531	-\$576,531	-\$600,000	-\$655,500
	TOTAL RECREATION	\$157,101	\$135,265	\$184,992	\$194,715	\$139,215

COMMUNITY SERVICES

YOUTH SERVICES		FY2023	FY2024	FY2025	FY2026	FY2026
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015421	YOUTH SERVICES SALARIES					
5110	REG WAGES	\$284,718	\$259,055	\$285,084	\$291,776	\$291,776
5120	OVERTIME	\$719	\$2,408	\$0	\$0	\$0
5130	PART TIME	\$5,963	\$22,345	\$18,000	\$18,000	\$18,000
5137	TEMPORARY	\$0	\$0	\$20,000	\$0	\$0
5140	SEASONAL	\$24,682	\$49,737	\$78,500	\$78,500	\$78,500
	SUBTOTAL	\$316,082	\$333,546	\$401,584	\$388,276	\$388,276
015422	YOUTH SERVICES EXPENSES					
5211	ELECTRICITY	\$0	\$22,292	\$25,000	\$27,000	\$27,000
5212	NATURAL GAS	\$13,670	\$18,227	\$16,000	\$26,000	\$26,000
5220	TELEPHONE	\$2,417	\$3,166	\$3,000	\$3,500	\$3,500
5225	POSTAGE	\$1,209	\$470	\$1,500	\$1,500	\$1,500
5231	TRANS ALLOWANCE	\$429	\$0	\$0	\$0	\$0
5250	ADVERTISING	\$0	\$150	\$4,500	\$0	\$0
5270	PRINTING	\$183	\$1,838	\$2,000	\$2,000	\$2,000
5271	CREDIT CARD FEES	\$0	\$146	\$0	\$0	\$0
5292	RENTAL/FACILITIES	\$3,327	\$1,284	\$3,000	\$2,000	\$2,000
5295	OTHR SVCS	\$28,266	\$6,283	\$11,000	\$15,500	\$15,500
5310	OFFICE SUPPLIES	\$6,291	\$260	\$7,000	\$1,500	\$1,500
5321	FOOD	\$11,979	\$15,130	\$16,000	\$10,000	\$10,000
5350	SUPPLIES/EQUIPMENT	\$2,187	\$2,136	\$2,500	\$2,500	\$2,500
5355	AUTOMOTIVE FUEL	\$3,142	\$4,571	\$6,000	\$5,000	\$5,000
5370	SUPPLIES CONSTRUCTION	\$599	\$13,608	\$5,000	\$5,000	\$5,000
5392	SUPPLIES RECREATION	\$29,235	\$21,682	\$24,000	\$24,000	\$24,000
5504	TECHNOLOGY	\$0	\$14,759	\$4,000	\$4,000	\$4,000
5700	UNCLASS EXPEND	\$0	\$4,908	\$0	\$0	\$0
5710	TRAVEL IN-STATE	\$572	\$1,720	\$2,000	\$2,000	\$2,000
5715	PROFESSIONAL DEV	\$2,775	\$793	\$2,000	\$2,000	\$2,000
5730	DUES/SUBSCRIPTIONS	\$993	\$1,533	\$1,000	\$2,000	\$2,000
	SUBTOTAL	\$107,272	\$134,953	\$135,500	\$135,500	\$135,500
56640	YOUTH SERVICES REVENUES					
5811	SALES OF SERVICE	-\$25,000	-\$25,000	-\$45,000	-\$45,000	-\$45,000
5802	AYF GIFT	-\$22,000	\$0	\$0	\$0	\$0
	SUBTOTAL	-\$47,000	-\$25,000	-\$45,000	-\$45,000	-\$45,000
	TOTAL YOUTH SERVICES	\$376,354	\$443,499	\$492,084	\$478,776	\$478,776

COMMUNITY SERVICES

ELDER SERVICES		FY2023	FY2024	FY2025	FY2026	FY2026
COMMUNITY SERVICES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015411	ELDER SERVICES SALARIES					
5110	REG WAGES	\$408,918	\$454,589	\$465,794	\$477,529	\$477,529
5120	OVERTIME	\$2,115	\$1,068	\$2,000	\$2,000	\$2,000
5130	PART TIME	\$198,930	\$204,746	\$241,883	\$225,406	\$225,406
5140	SEASONAL	\$24,695	\$16,682	\$23,000	\$23,000	\$23,000
	SUBTOTAL	\$634,659	\$677,085	\$732,677	\$727,934	\$727,934
015412	ELDER SERVICES EXPENSES					
5220	TELEPHONE	\$1,237	\$996	\$2,000	\$1,500	\$1,500
5231	TRANS ALLOWANCE	\$1,200	\$1,200	\$1,500	\$1,500	\$1,500
5270	PRINTING	\$17,990	\$18,703	\$21,000	\$23,000	\$23,000
5282	REP-OFFICE EQUIP	\$1,913	\$0	\$1,000	\$800	\$800
5291	RENT EQUIP	\$2,424	\$2,525	\$3,000	\$3,000	\$3,000
5294	CLOTHING ALLOWANCE	\$2,790	\$2,130	\$3,000	\$3,000	\$3,000
5295	OTHR SVCS	\$14,558	\$13,643	\$23,000	\$33,000	\$33,000
5310	OFFICE SUP	\$5,367	\$8,291	\$4,000	\$4,000	\$4,000
5321	FOOD	\$91,357	\$108,414	\$116,500	\$119,400	\$119,400
5350	SUPPLIES/EQUIPMENT	\$12,179	\$16,211	\$11,600	\$11,000	\$11,000
5355	AUTOMOTIVE FUEL	\$3,776	\$3,520	\$5,000	\$4,800	\$4,800
5395	OTHER COMMODITIES	\$7,175	\$13,674	\$16,000	\$16,000	\$16,000
5710	TRAVEL IN-STATE	\$6,689	\$6,663	\$7,000	\$7,000	\$7,000
5715	PROFESSIONAL DEVELOPMENT	\$75	\$1,364	\$1,500	\$2,000	\$2,000
5730	DUES/SUBSCRIPTIONS	\$3,161	\$3,574	\$4,000	\$4,500	\$4,500
	SUBTOTAL	\$171,892	\$200,909	\$220,100	\$234,500	\$234,500
015412	ELDER SERVICES REVENUES					
5805	FROM FEDERAL GRANTS	-\$66,847	-\$55,000	-\$55,000	-\$55,000	-\$55,000
5811	FROM SALE OF SERVICE	-\$54,151	-\$125,156	-\$51,000	-\$51,000	-\$51,000
	SUBTOTAL	-\$120,998	-\$180,156	-\$106,000	-\$106,000	-\$106,000
	TOTAL ELDER SERVICES	\$685,553	\$697,839	\$846,777	\$856,434	\$856,434

COMMUNITY SERVICES

VETERAN SERVICES			FY2023	FY2024	FY2025	FY2026	FY2026
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015431	VETERANS SERVICES SALARIES						
015501	5110	REG WAGES	\$94,890	\$99,959	\$102,682	\$102,682	\$102,682
	5130	PART TIME	\$6,533	\$6,600	\$7,000	\$7,000	\$7,000
	SUBTOTAL		\$101,423	\$106,559	\$109,682	\$109,682	\$109,682
015432	VETERANS SERVICES EXPENSES						
	5231	TRANS ALLOWANCE	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
	5270	PRINTING	\$189	\$76	\$0	\$0	\$0
	5294	CLOTHING ALLOWANCE	\$0	\$0	\$250	\$250	\$250
	5295	OTHR SVCS	\$66,644	\$55,247	\$58,000	\$58,000	\$58,000
	5310	OFFICE SUP	\$0	\$500	\$500	\$500	\$500
	5710	TRAVEL	\$0	\$0	\$650	\$650	\$650
	5730	DUES/SUBSCRIPTIONS	\$0	\$760	\$1,000	\$1,000	\$1,000
	SUBTOTAL		\$68,833	\$58,584	\$62,400	\$62,400	\$62,400
	TOTAL VETERANS SERVICES		\$170,256	\$165,142	\$172,082	\$172,082	\$172,082

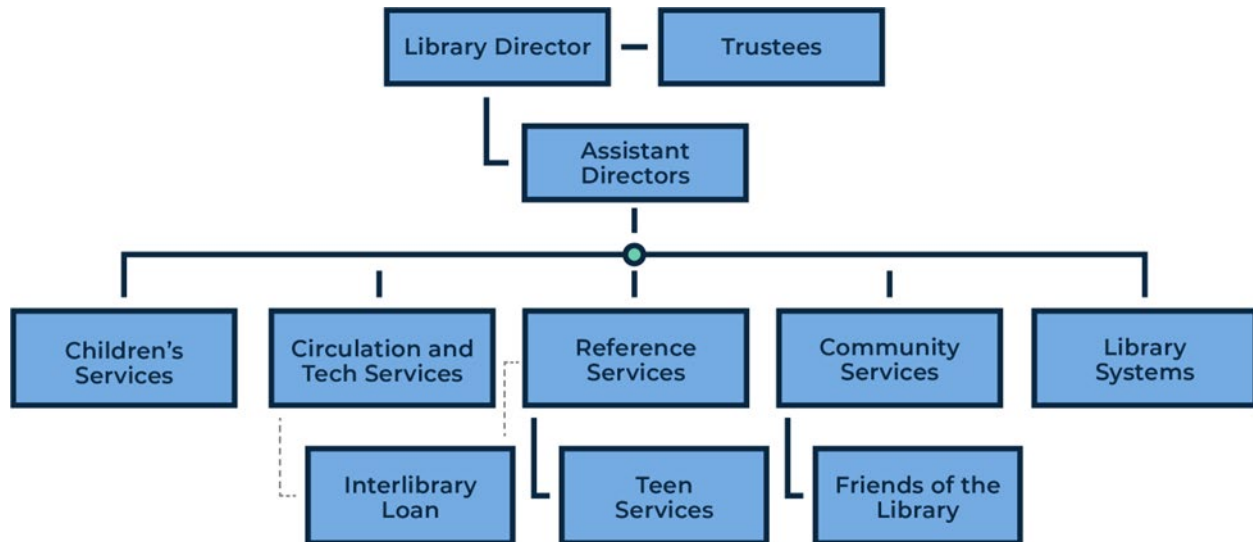
PATRIOTIC CIVIC CELEBRATION			FY2023	FY2024	FY2025	FY2026	FY2026
COMMUNITY SERVICES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016922	PATRIOTIC CIVIC CELEBRATION						
016402	5700	UNCLASSIFIED EXP	\$28,204	\$28,023	\$35,000	\$35,000	\$35,000
	SUBTOTAL		\$28,204	\$28,023	\$35,000	\$35,000	\$35,000
	TOTAL PATRIOTIC CIVIC CELEBRATION		\$28,204	\$28,023	\$35,000	\$35,000	\$35,000

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

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. Open 68 hours per week, 199,063 patrons visited the building and library patrons borrowed approximately 466,000 items during FY24. Heavy use of electronic, downloadable, and streaming services continued, and more than 380,000 resources were accessed. 1,129 library programs were presented with 19,712 people attending. The library strives to create an environment that values and promotes diversity, equity, inclusion, and accessibility.

Administration works with Town Government, the Board of Trustees, Senior Staff, and the public to set annual library goals, objectives and action items and partners with Town Facilities and DPW departments to improve and maintain the Library building and grounds to ensure that it meets current patron needs and expectations. Senior staff continue meeting the goals and objectives set with our FY24-FY28 Strategic Plan. As part of the Merrimack Valley Library Consortium, Library Administration collaborates with the 36-member consortium to optimize cooperative library initiatives, including a shared public catalog and shared library resources.

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

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

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

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

MEMORIAL HALL LIBRARY

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

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

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

Vision Statement

Memorial Hall Library aspires to be an active community partner that fosters a thirst for knowledge, creativity, resilience, civic engagement, and community connection in a just, equitable, sustainable, and evolving world.

MEMORIAL HALL LIBRARY

FY2026 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, inclusion, and accessibility.
- Begin the process of becoming a Certified Sustainable Library.
- Work with Town Facilities on FY26 CIP articles and other building enhancements.
- Collaborate with MVLC to update our shared library catalog.
- Join the Elder Services Department in becoming a dementia friendly community.

Administration/Reference/Library Systems

- Provide programs that teach patrons to use online resources.
- Collaborate with the Boston Public Library on digitization possibilities for local newspapers currently on microfilm.
- Maintain and update public-facing technology.
- Expand makerspace programming and training.

Circulation/Technical Services/Interlibrary Loan

- Investigate efficacy of identifying new residents and mailing them a welcome packet that advertises library services.
- Catalog and classify Andover Room materials to improve patron accessibility to those resources.
- Provide increased cross-training to expedite the workflow.

Teen Services

- Continue to engage teens and provide spaces for them to interact.
- Coordinate with school librarians to organize and promote reading.
- Continue to work with AHS teachers and librarians to assist Capstone students with research.
- Work collaboratively with Andover Youth Services.

Children's Services

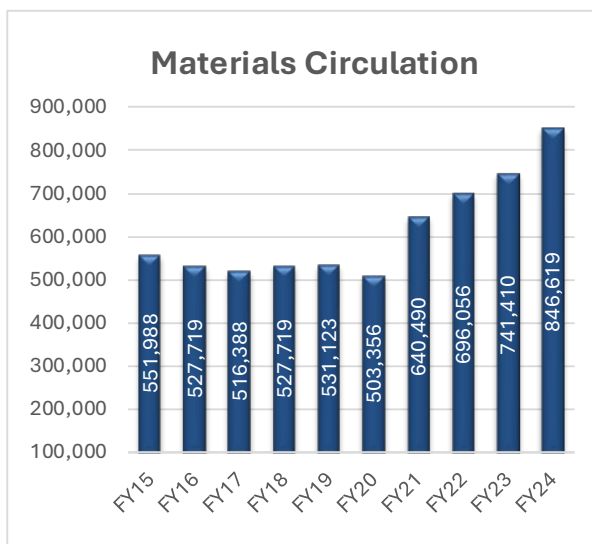
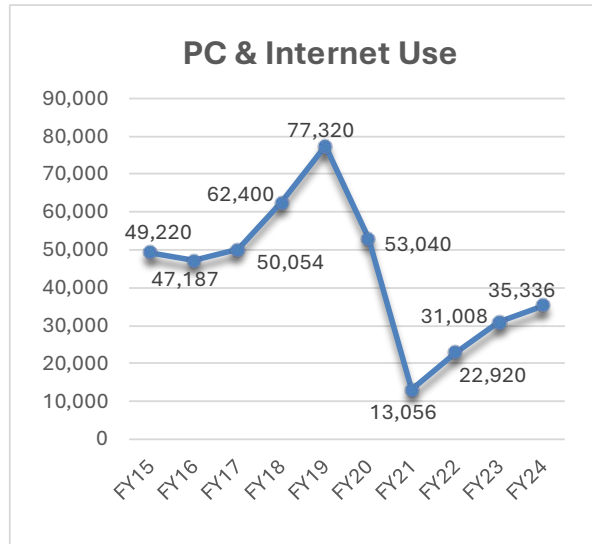
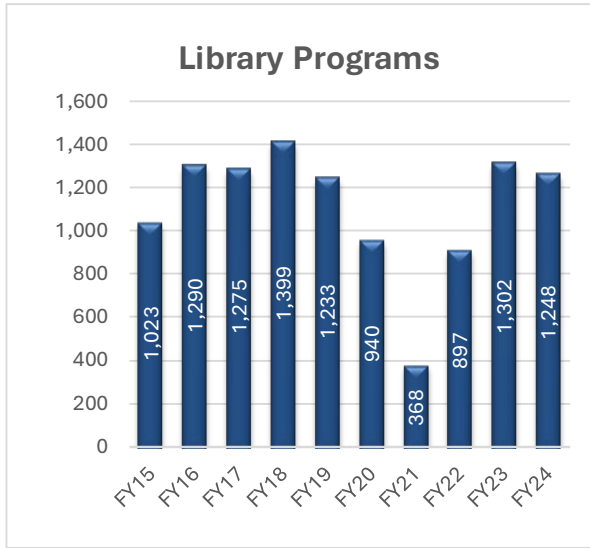
- Deploy staff to better serve the increased numbers of families using the Children's Room.
- Explore new in-person and take-home programming opportunities that meet a wide variety of patron needs.
- Continue diversity, inclusion, and accessibility work with our collections, displays and programs.
-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

Programming and Partnerships

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

MEMORIAL HALL LIBRARY

Library Performance Statistics



MEMORIAL HALL LIBRARY

<u>Position Classification</u>	<u>FTE FY2023</u>	<u>FTE FY2024</u>	<u>FTE FY2025</u>	<u>TMREQ FY2026</u>	<u>TMREC FY2026</u>	<u>TMREC FY2026</u>
MEMORIAL HALL LIBRARY						
<u>Full Time</u>						
Library Director	1.0	1.0	1.0	1.0	1.0	149,322
Assistant Library Directors	2.0	2.0	2.0	2.0	2.0	225,135
Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	211,885
Library Systems Coordinator	1.0	1.0	1.0	1.0	1.0	102,148
Librarians	8.0	8.0	8.0	8.0	8.0	684,248
Program & Partnerships Manager	1.0	1.0	1.0	1.0	1.0	83,183
Acquisitions Head	1.0	1.0	1.0	1.0	1.0	83,875
Executive Secretary	1.0	1.0	1.0	1.0	1.0	76,172
Library Asst II	2.0	2.0	2.0	2.0	2.0	142,696
Library Assistant	2.0	2.0	2.0	2.0	2.0	127,666
	21.0	21.0	21.0	21.0	21.0	1,886,330
<u>Part Time</u>						
Librarians	0.6	0.6	0.6	0.6	0.6	48,848
Library Assistants	5.3	5.3	5.3	5.3	5.3	338,510
	5.9	5.9	5.9	5.9	5.9	387,358
GRAND TOTAL	26.9	26.9	26.9	26.9	26.9	2,273,688

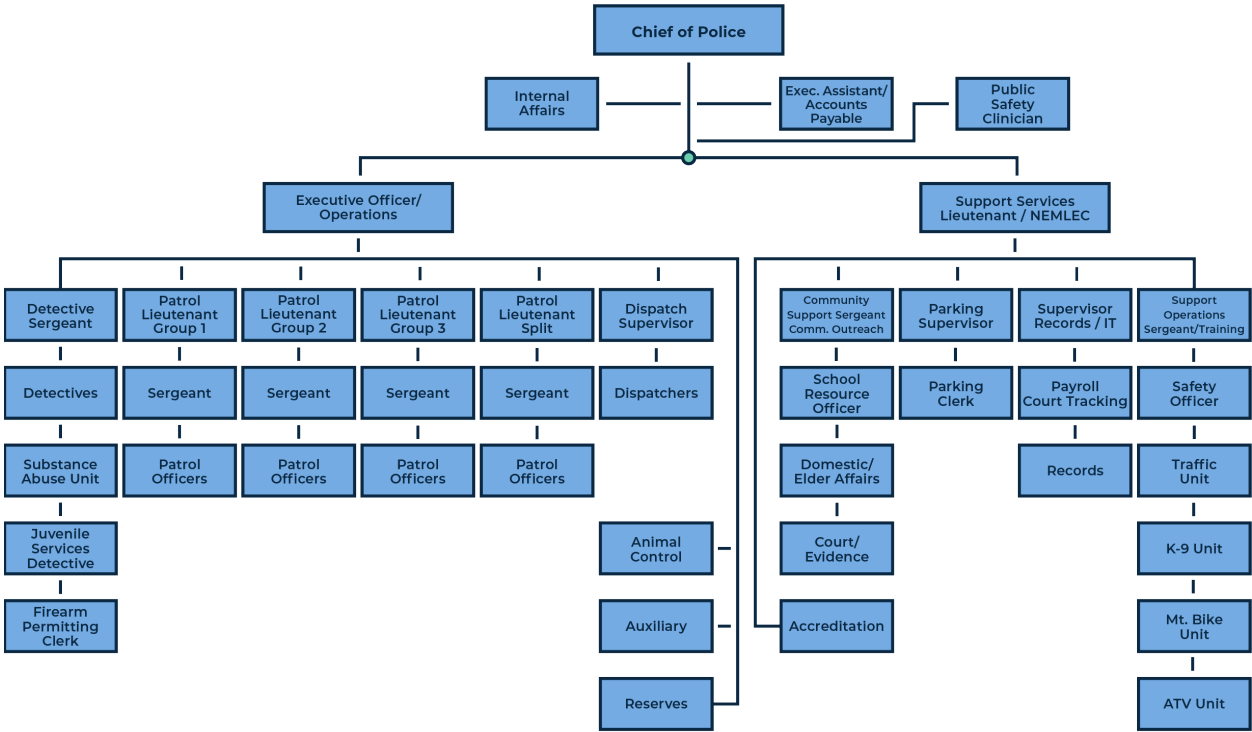
MEMORIAL HALL LIBRARY		FY2023	FY2024	FY2025	FY2026	FY2026
LIBRARY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016101	LIBRARY SALARIES					
5110	REG WAGES	\$1,764,196	\$1,802,538	\$1,868,364	\$1,886,330	\$1,886,330
5120	OVERTIME	\$31,580	\$40,756	\$65,000	\$65,000	\$65,000
5130	PART TIME	\$463,356	\$475,031	\$480,892	\$494,375	\$494,375
	SUBTOTAL	\$2,259,133	\$2,318,325	\$2,414,256	\$2,445,706	\$2,445,706
016102	LIBRARY EXPENSES					
5211	ELECTRICITY	\$50,368	\$75,863	\$62,951	\$68,000	\$68,000
5213	NATURAL GAS/OIL	\$26,261	\$27,426	\$35,000	\$38,500	\$38,500
5220	TELEPHONE	\$0	\$0	\$0	\$0	\$0
5225	POSTAGE	\$1,500	\$2,000	\$2,500	\$3,000	\$3,000
5270	PRINTING	\$1,563	\$553	\$1,000	\$1,000	\$1,000
5282	REP-OFFICE EQUIP	\$5,049	\$4,238	\$6,000	\$6,000	\$6,000
5295	OTHR SVCS	\$12,143	\$8,986	\$10,000	\$10,500	\$10,500
5310	OFFICE SUPPLIES	\$2,470	\$2,959	\$3,500	\$3,500	\$3,500
5330	SUPPLIES/BUILDING	\$13,706	\$24,271	\$22,000	\$22,000	\$22,000
5350	SUPPLIES/EQUIPMENT	\$7,931	\$6,274	\$10,000	\$10,000	\$10,000
5394	SUPPLIES/BOOKS	\$367,135	\$371,433	\$378,000	\$381,000	\$381,000
5430	OTHER EQUIPMENT	\$47,203	\$33,698	\$55,000	\$52,000	\$52,000
5710	TRAVEL IN-STATE	\$586	\$400	\$600	\$400	\$400
5715	PROFESSIONAL DEVELOPMENT	\$2,439	\$3,535	\$4,000	\$4,500	\$4,500
5730	DUES/SUBSCRIPTIONS	\$85,687	\$89,929	\$92,534	\$93,835	\$93,835
	SUBTOTAL	\$624,042	\$651,565	\$683,085	\$694,235	\$694,235
	TOTAL LIBRARY	\$2,883,174	\$2,969,890	\$3,097,341	\$3,139,941	\$3,139,941

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

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 56 full-time sworn personnel. The department utilizes civilian staff to supplement the sworn complement, however; it is imperative that the town make a commitment to increase the sworn complement to adequately provide police services to the Andover community in the future.

The department employs 19 civilian employees. There are 11 full-time civilian communicators 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 parking enforcement officer. The department is structured in two divisions; Operations and Special Services. Each division has a distinct chain of command based on a para-military hierarchy that allows for effective communications and deployment of personnel.

OPERATIONS DIVISION

Uniformed Patrol – The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.

Investigations – It is the role of the Criminal Investigative Bureau to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the town are handled in this division. Surveillance conducted for multiple reasons, whether to confirm or deny the existence of a specific activity, identification purposes and working with other agencies takes place at different times. The Substance Abuse Unit works within the Investigation Division. This unit works with its regional partners conducts operations to thwart the drug epidemic and alcohol issues throughout the region.

Specialized Patrol Units

- **Mountain Bike Patrol** – Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into areas that cruisers are unable to patrol.
- **Motorcycle Patrol** – Specially trained officers assigned to the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.
- **K-9 Officer** – The department has one specially trained canine and handler. This K-9 team

POLICE DEPARTMENT

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 Town's holding facility 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 appropriate agency. All dispatchers have been certified in Emergency Medical Dispatch. The Dispatch Center also serves as the backup Dispatch Center for the Essex County Regional Dispatch Center and the District 15 Fire Service.

SPECIAL SERVICES DIVISION

Behavioral Health Clinician – The Behavioral Health Clinician works directly for the Chief of Police. The BHC assists residents who are struggling with mental illness and addiction and works closely with the Patrol Force with follow ups. The BHC also creates programs to inform and collaborate with the public on mental illness education and the resources available to families and citizens.

Parking Control – Parking enforcement is provided in the central business district in order to maintain an acceptable turn-over rate in parking spaces. This allows more shoppers the ability to patronize local merchants. The ability to have frequent turnover in the parking spaces in the shopping and central business district assists in maintaining the vibrant downtown area.

Safety Program – The department utilizes the knowledge and experience of its members to provide a wide variety of safety programs. These safety programs include educational programs in the schools as well as seminars throughout the community on subjects such as crime prevention, traffic safety, child restraint and seat belt safety, bicycle safety, home safety, drug awareness, alcohol awareness, fraud and scam prevention and other crime suppression programs.

School Resource Officer Program – The SRO program was implemented in 2007 through a joint

POLICE DEPARTMENT

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 allow the Andover Police Department to assist in providing a safer learning environment.

Comfort Dog – The department has one specially trained comfort dog and handler. The comfort dog works alongside the SRO at the Andover High School. The comfort dog is intended to create a comforting and calming resource for community members and students.

Crime Prevention and Public Education – Community awareness of crime prevention and education is an ongoing service provided by the Andover Police Department. The department provides services ranging from education to daily house checks for vacationing residents. TRIAD programs are held in conjunction with the Senior Center. The department also provides training to both public and private entities on workplace violence and techniques and training to prepare and protect employees.

Training – Training is provided throughout the department at many different levels. Offering in-house training and scheduling external training assures that the department is continually aware of all social and legal changes. The department also offers training throughout the community in such areas as CPR, first aid, defibrillator training, babysitter training, teen violence prevention and many other safety related classes.

Records – It is the role of the Records Department to maintain accurate records and to disseminate meaningful information to various departments as well as to the community. Computer operations, alternative funding options and firearms licensing are also performed in this section.

Traffic Division – The traffic division is responsible for the enforcement of all traffic rules and regulations throughout the community. This division also performs traffic studies to recommend changes in the traffic rules and regulations and also determines the effective deployment of traffic regulatory devices. This division utilizes several speed monitoring devices and motorcycle patrols to target areas prone to traffic hazards. This division investigates all accidents involving serious injury or death utilizing specially trained officers and equipment. This division is also responsible for licensing and inspecting all taxi and livery vehicles operating in the Town.

Prosecution – The Prosecution section handles all inter-action between the Andover Police Department and all levels of the court system. The section is responsible for scheduling officers to appear in court, supplying and maintaining evidence, and assuring that all court cases are followed through the court system in an expedient manner.

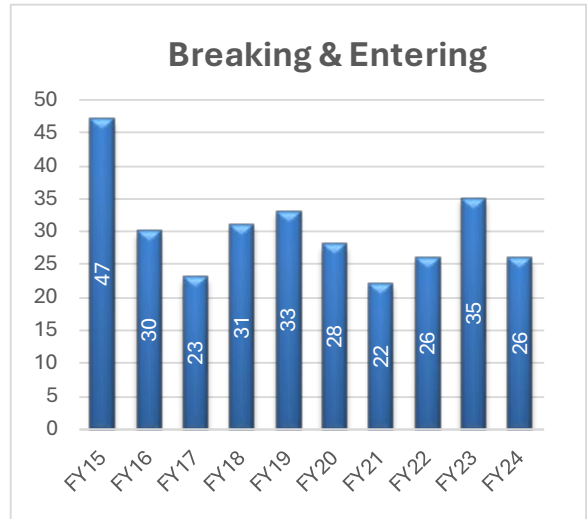
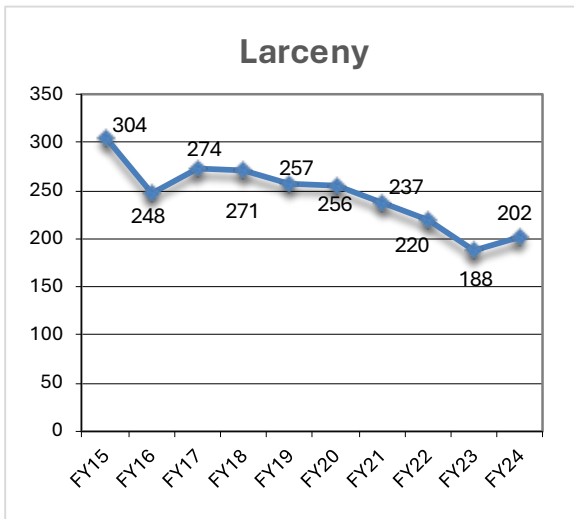
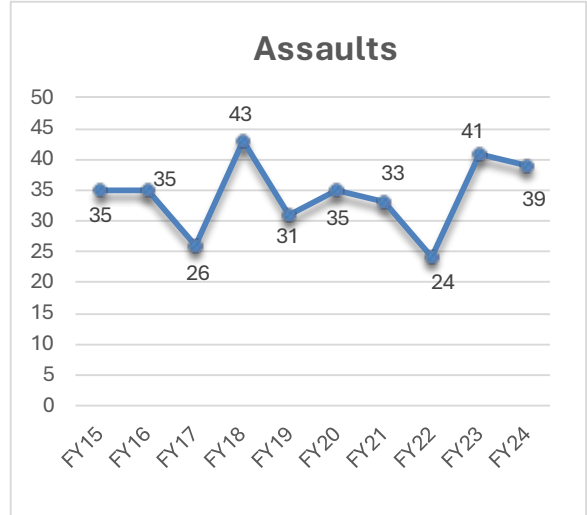
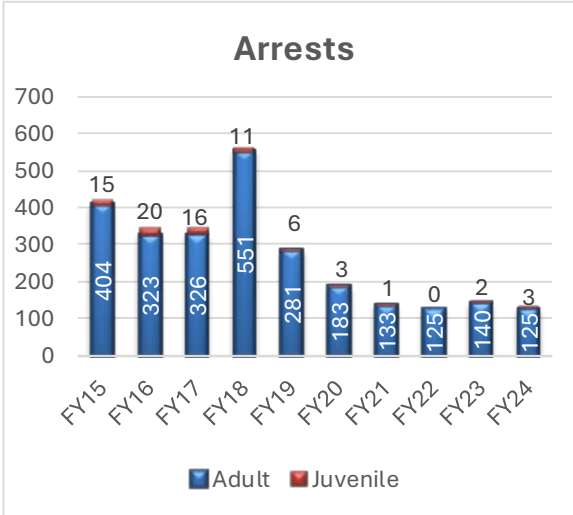
POLICE DEPARTMENT

EMERGENCY MANAGEMENT

The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case, coordination with the Massachusetts Emergency Management Agency (MEMA) maximizes resources that may be available to the Town of Andover. 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 Management Director for the Town of Andover while working closely with other town leaders.

POLICE DEPARTMENT

Police Performance Statistics



POLICE DEPARTMENT

	<u>FTE</u> <u>FY2023</u>	<u>FTE</u> <u>FY2024</u>	<u>TMREC</u> <u>FY2025</u>	<u>REQ</u> <u>FY2026</u>	<u>TMREC</u> <u>FY2026</u>	<u>TMREC</u> <u>FY2026</u>
POLICE						
Chief of Police	1.0	1.0	1.0	1.0	1.0	226,993
Lieutenant	6.0	6.0	6.0	6.0	6.0	983,583
Sergeant	8.0	8.0	8.0	8.0	8.0	1,035,568
Patrol Officers	37.0	40.0	40.0	40.0	40.0	3,756,635
School Patrol Officer	1.0	1.0	1.0	1.0	1.0	100,335
Less Andover School Contribution						(53,513)
Office Assistant II	1.0	1.0	1.0	1.0	1.0	73,633
Office Assistant III	1.0	1.0	1.0	1.0	1.0	67,648
Executive Assistant	1.0	1.0	1.0	1.0	1.0	82,502
Records Clerk	2.0	2.0	2.0	2.0	2.0	122,825
Public Safety Network Administrator	1.0	1.0	1.0	1.0	1.0	127,332
	59.0	62.0	62.0	62.0	62.0	6,523,541
<u>CENTRAL DISPATCHING</u>						
Dispatch Supervisor	1.0	1.0	1.0	1.0	1.0	87,023
Dispatcher	10.0	10.0	10.0	10.0	10.0	803,015
	11.0	11.0	11.0	11.0	11.0	890,038
<u>ANIMAL CONTROL</u>						
Animal Control Officer	1.0	1.0	1.0	1.0	1.0	71,957
	1.0	1.0	1.0	1.0	1.0	71,957
<u>PARKING CONTROL</u>						
Parking Control Supervisor	1.0	1.0	1.0	1.0	1.0	74,022
Parking Control Assistant	0.5	0.5	0.5	0.0	0.0	
	1.5	1.5	1.5	1.0	1.0	74,022
GRAND TOTAL	72.5	75.5	75.5	75.0	75.0	7,559,558

POLICE DEPARTMENT

POLICE DEPARTMENT		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012101	POLICE DEPT SALARIES					
5110	REG WAGES	\$5,461,593	\$5,936,974	\$6,651,897	\$6,793,150	\$6,739,637
5111	ILD INJURED ON DUTY	\$298,430	\$336,459	\$0	\$0	\$0
5120	OVERTIME	\$2,504	\$725	\$0	\$0	\$0
5123	MISC OT	\$1,386,956	\$1,372,952	\$890,000	\$890,000	\$890,000
5125	COURT DUTY	\$37,494	\$49,280	\$75,000	\$75,000	\$75,000
5127	INVESTIGATIONS	\$90,282	\$75,758	\$50,000	\$50,000	\$50,000
5130	PART TIME	\$45,684	\$42,470	\$6,000	\$6,000	\$6,000
5188	RETRO WAGES	\$57,498	\$0	\$0	\$0	\$0
	SUBTOTAL	\$7,380,440	\$7,814,618	\$7,672,897	\$7,814,150	\$7,760,637
012102	POLICE DEPT EXPENSES					
5211	ELECTRIC	\$97,307	\$140,245	\$85,000	\$85,000	\$121,000
5213	NATURAL GAS/OIL	\$50,625	\$57,400	\$50,000	\$50,000	\$57,000
5220	TELEPHONE	\$41,018	\$17,878	\$10,000	\$18,000	\$18,000
5225	POSTAGE	\$4,573	\$719	\$5,000	\$4,000	\$4,000
5270	PRINTING	\$339	\$979	\$0	\$0	\$0
5285	REP/OTHER EQUIP	\$113,856	\$122,227	\$135,000	\$135,000	\$128,000
5287	REPAIRS/RADIO EQUIP	\$64,287	\$48,214	\$75,000	\$75,000	\$67,000
5291	EQUIPMENT RENTAL	\$25,545	\$29,732	\$35,000	\$35,000	\$35,000
5294	CLOTHING ALLOWANCE	\$87,056	\$85,282	\$76,000	\$76,000	\$76,000
5295	OTHR SVCS	\$40,844	\$12,662	\$46,000	\$46,000	\$46,000
5296	MEDICAL EXPENSES	\$139,198	\$139,436	\$0	\$0	\$0
5310	OFFICE SUPPLIES	\$5,830	\$8,287	\$10,000	\$10,000	\$10,000
5350	OPERATING SUPPLIES	\$49,510	\$27,352	\$75,000	\$75,000	\$75,000
5355	AUTOMOTIVE FUEL	\$80,672	\$82,438	\$95,000	\$95,000	\$95,000
5395	OTHER COMMODITIES	\$1,954	\$17,739	\$60,000	\$60,000	\$52,000
5396	K9 SUPPLIES	\$0	\$3,700	\$4,000	\$4,000	\$4,000
5397	COMFORT DOG	\$0	\$14,663	\$4,000	\$4,000	\$4,000
5410	MACHINERY/EQUIPMENT	\$68,550	\$48,629	\$50,000	\$50,000	\$50,000
5504	TECHNOLOGY	\$0	\$6,881	\$0	\$0	\$0
5710	TRAVEL	\$6,087	\$9,036	\$6,000	\$6,000	\$6,000
5714	ACADEMY TRAINING	\$13,000	\$19,200	\$0	\$0	\$0
5715	PROFESSIONAL DEV	\$29,148	\$57,931	\$30,000	\$35,000	\$35,000
5716	ACADEMY TRAINING	\$0	\$9,731	\$8,000	\$8,000	\$8,000
5730	DUES/SUBSCRIPTIONS	\$26,762	\$23,067	\$25,000	\$25,000	\$25,000
	SUBTOTAL	\$946,163	\$983,429	\$884,000	\$896,000	\$916,000
012101	POLICE REVENUES					
5811	FROM SALE OF SERVICE	-\$68,990	-\$59,627	-\$60,000	-\$70,000	-\$70,000
5831	FROM RESERVE FUNDS	\$0	-\$108,659	-\$111,647	-\$121,647	-\$121,647
	SUBTOTAL	-\$68,990	-\$168,286	-\$171,647	-\$191,647	-\$191,647
	TOTAL POLICE DEPARTMENT	\$8,257,614	\$8,629,761	\$8,385,250	\$8,518,503	\$8,484,990

POLICE DEPARTMENT

POLICE CENTRAL DISPATCH		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012151	CENTRAL DISPATCH SALARIES					
5110	REG WAGES	\$699,391	\$750,473	\$875,475	\$895,539	\$895,539
5120	OVERTIME	\$0	\$0	\$100,000	\$100,000	\$100,000
5123	MISC OT	\$100,207	\$130,693	0	\$0	\$0
5130	PART TIME	\$16,141	\$23,131	\$25,000	\$25,000	\$25,000
5188	RETRO WAGES	\$398	\$0	\$0	\$0	\$0
	SUBTOTAL	\$816,136	\$904,297	\$1,000,475	\$1,020,539	\$1,020,539
012152	CENTRAL DISPATCH EXPENSES					
5285	REP/OTHER EQUIP	\$0	\$0	\$2,500	\$2,500	\$2,500
5287	REPAIRS/RADIO EQUIP	\$4,183	\$0	\$5,000	\$5,000	\$5,000
5291	EQUIPMENT RENTAL	\$3,046	\$3,046	\$3,000	\$3,000	\$3,000
5294	CLOTHING ALLOWANCE	\$4,543	\$4,422	\$5,500	\$5,500	\$5,500
5310	OFFICE SUPPLIES	\$400	\$308	\$500	\$500	\$500
5350	OPERATING SUPPLIES	\$705	\$364	\$2,000	\$2,000	\$2,000
5420	OFFICE EQUIPMENT	\$1,349	\$0	\$2,000	\$2,000	\$2,000
5715	PROFESSIONAL DEVELOPMENT	\$2,135	\$4,765	\$2,500	\$2,500	\$2,500
	SUBTOTAL	\$16,361	\$12,904	\$23,000	\$23,000	\$23,000
	TOTAL POLICE CENTRAL DISPATCH	\$832,497	\$917,202	\$1,023,475	\$1,043,539	\$1,043,539

POLICE ANIMAL CONTROL		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012161	POLICE ANIMAL CONTROL SALARIES					
5110	REG WAGES	\$63,769	\$68,785	\$71,957	\$76,002	\$71,957
5120	OVERTIME	\$6,344	\$6,327	\$7,000	\$7,000	\$7,000
	SUBTOTAL	\$70,113	\$75,112	\$78,957	\$83,002	\$78,957
012162	POLICE ANIMAL CONTROL EXPENSES					
5294	CLOTHING ALLOWANCE	\$608	\$675	\$1,000	\$1,000	\$1,000
5295	OTHER SERV	\$6,160	\$1,092	\$5,000	\$5,000	\$5,000
5310	OFFICE SUPPLIES	\$495	\$59	\$300	\$300	\$300
5350	OPERATING SUPPLIES	\$1,685	\$3,741	\$1,000	\$1,000	\$1,000
	SUBTOTAL	\$8,947	\$5,567	\$7,300	\$7,300	\$7,300
	TOTAL POLICE ANIMAL CONTROL	\$79,060	\$80,678	\$86,257	\$90,302	\$86,257

POLICE DEPARTMENT

POLICE EMERGENCY PREPAREDNESS		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012171	EMERGENCY PREP SALARIES					
5130	PART TIME	\$1,500	\$1,496	\$1,500	\$1,500	\$1,500
	SUBTOTAL	\$1,500	\$1,496	\$1,500	\$1,500	\$1,500
012172	POLICE - EMERGENCY PREP EXPENSES					
5220	TELEPHONE	\$697	\$745	\$700	\$700	\$700
5310	OFFICE SUPPLIES	\$0	\$0	\$300	\$300	\$300
5350	OPERATING SUPPLIES	\$0	\$1,916	\$2,500	\$2,500	\$2,500
5360	REPAIR PARTS/EQUIP	\$19,980	\$22,014	\$23,000	\$27,000	\$27,000
	SUBTOTAL	\$20,677	\$24,674	\$26,500	\$30,500	\$30,500
	TOTAL POLICE EMERGENCY PREP	\$22,177	\$26,170	\$28,000	\$32,000	\$32,000

POLICE PARKING CONTROL		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012181	PARKING CONTROL SALARIES					
5110	REG WAGES	\$71,001	\$86,815	\$74,775	\$74,022	\$74,022
5120	OVERTIME	\$733	\$0	\$1,236	\$1,236	\$1,236
5130	PART TIME	\$0	\$0	\$26,162	\$27,250	\$27,250
	SUBTOTAL	\$71,734	\$86,815	\$102,173	\$102,508	\$102,508
012182	PARKING CONTROL EXPENSES					
5294	CLOTHING ALLOWANCE	\$1,000	\$1,839	\$2,000	\$1,000	\$1,000
5310	OFFICE SUPPLIES	\$605	\$1,433	\$20,000	\$500	\$500
5350	OPERATING SUPPLIES	\$59,423	\$69,195	\$40,000	\$70,000	\$70,000
	SUBTOTAL	\$61,028	\$72,467	\$62,000	\$71,500	\$71,500
012181	PARKING CONTROL REVNUES					
5831	FROM RESERVE FUNDS	-\$71,734	-\$86,815	-\$102,173	-\$102,508	-\$102,508
5831	FROM RESERVE FUNDS	-\$61,028	-\$72,467	-\$62,000	-\$71,500	-\$71,500
	SUBTOTAL	-\$132,762	-\$159,283	-\$164,173	-\$174,008	-\$174,008
	TOTAL PARKING CONTROL	\$0	\$0	\$0	\$0	\$0

FIRE RESCUE



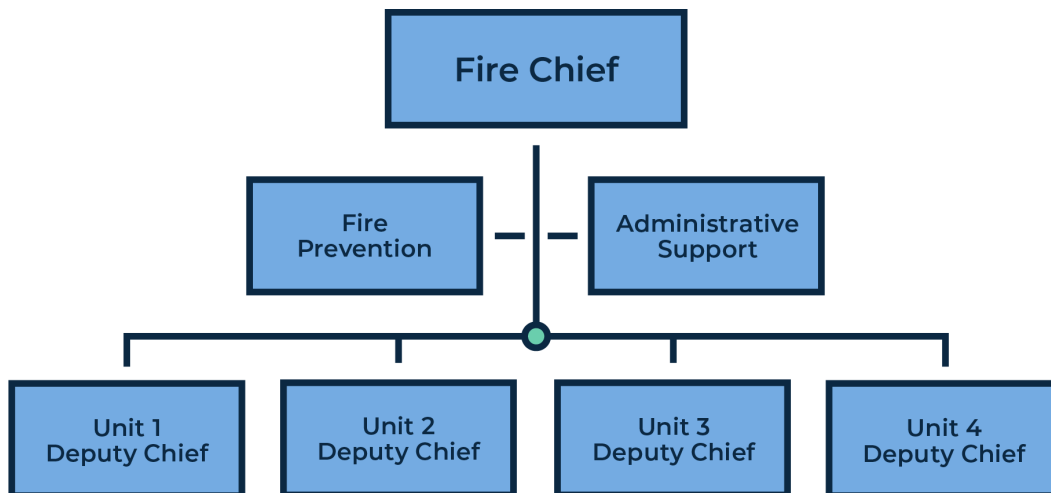
Mission Statement

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

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

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

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

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

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

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

FIRE RESCUE

The **Maintenance Division personnel** in conjunction with Vehicle Maintenance personnel are supervised by the Andover Fire Rescue Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for 20 vehicles and scores of hydraulic, pneumatic, electric and gas-powered hand tools. This program is in place to ensure effective and economical operation of all motorized equipment. Duties include: preventive maintenance checks for all engine and ladder companies; the testing of all fire apparatus annually in accordance with N.F.P.A. standards; annual certification of all S.C.B.A. cylinders in accordance with factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24 hour emergency on-call service by vehicle maintenance for all Fire Rescue equipment; and also assists in the development of fire apparatus and emergency equipment specifications. These personnel are Emergency Vehicle Technician (EVT) certified.

The **Fire Investigation Unit** is coordinated by an Andover Fire Rescue Deputy Fire Chief who responds to all incidents that are suspicious in nature. Our investigator works closely with the State Fire Marshal's Office investigators from the Massachusetts State Police who are assigned to the fire investigation team. All personnel work with federal, state and local law enforcement agencies as well as insurance investigators to identify the cause and origin of all fires. When necessary, investigations are followed up through the utilization of the judicial system, resulting in legal process. This unit also deals closely with the Juvenile Fire Setter Program sponsored by the Commonwealth of Massachusetts to address the concerns and treatment of juvenile fire setters.

Vision

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.

FIRE RESCUE

- 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.

Value Statement

The values of Andover Fire Rescue are service to those in need and community involvement through the professionalism, integrity, and dedication of its personnel.

FY2026 Objectives

Facilities – A planned schedule for improvements and renovations of Andover Fire Rescue facilities

- Complete construction of the emergency access road to the Merrimack River for rescue purposes.
- Collaborate with Facilities on refinishing of the apparatus bay floor, paving of the rear parking lot and additional outdoor aesthetic projects.
- Initiate plans with stakeholders to develop a firefighter’s memorial at the intersection of Clark Road and Andover Street.

Personnel – Complete the hiring of additional personnel for Andover Fire Rescue to ensure the organization can maintain the current level of emergency services it provides to the community through the addition of a third in service ambulance 75% of the time.

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

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

- Develop and execute an annual fire prevention and life safety educational strategy to include all at risk populations.
- Continue to streamline permitting process through the utilization of new computer software and the implementation of new inspection strategies.
- Increase pre-incident planning that includes the use of information technology and GIS systems.
- Maintain and increase station open houses and safety house activities.
- Deliver risk prevention education programming within the schools.
- Continue to apply and receive grant funding for fire prevention and injury risk program delivery.

FIRE RESCUE

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

- Provide all personnel with comprehensive fire and EMS training to allow for skill set maintenance.
- Train all personnel in new OEMS protocols related to airway management, drug intervention and any newly released protocols.
- Continue to enhance relationships with DFS to establish representation on all statewide training initiatives.
- Maintain annual training programs for all Andover Fire Rescue personnel to include ASHER response, Incident Command System, basic firefighting training, hazardous materials response training and swift water/boat rescue training and technical rescue.
- Continue the implementation of the probationary firefighter progress review program.
- Continue to promote Andover as a location to sponsor fire, rescue, and EMS training deliveries for the Merrimack Valley region.
- Utilization of the training classroom at the Ballardvale Fire Station as a secondary site for delivery of educational programming.

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

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

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

- Continue to pursue the replacement of all portable radios to allow for seamless emergency communications with every community Andover Fire Rescue responds to.
- Perform annual flow testing on all Self-Contained Breathing Apparatus and hydrostatic testing on all SCBA cylinders and compressor air quality testing.
- Maintain annual testing on all ladders, aerials, pumps, hydraulic rescue tools and hose to assure NFPA Standard compliance.
- Maintain labor/management safety committee dialogue.
- Provide for individual fit testing annually.
- Immediately address any safety deficiencies that may exist organizationally.

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 programming for all apparatus and staff vehicles.
- Continue to work with the vehicle maintenance staff to ensure the safety and performance of all apparatus and equipment meets or exceeds NFPA standards.
- Maintain the existing preventive maintenance programs currently in place.

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

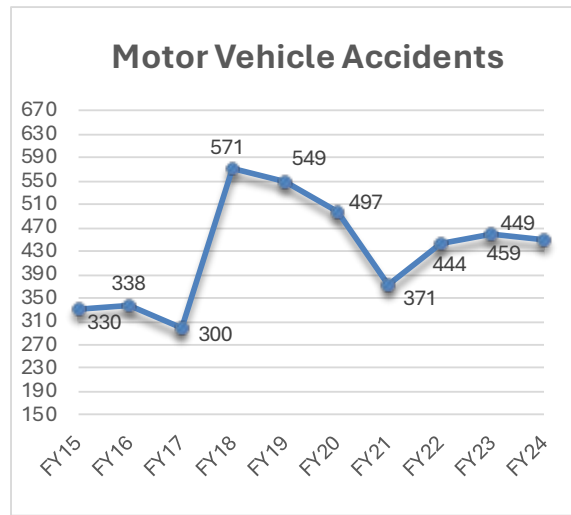
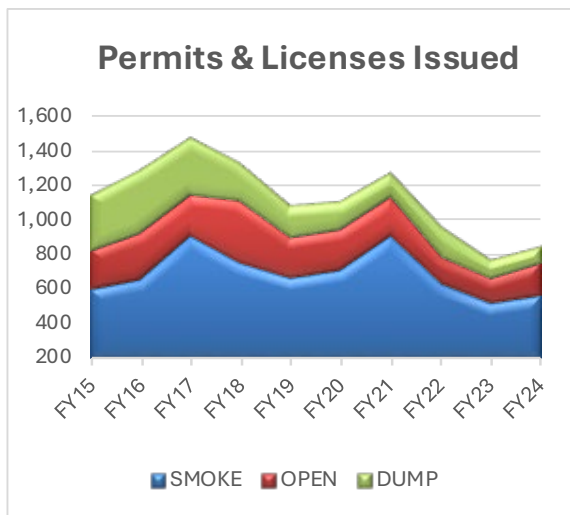
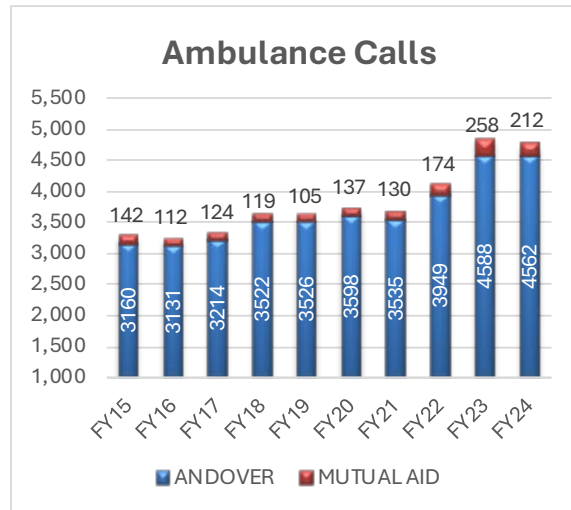
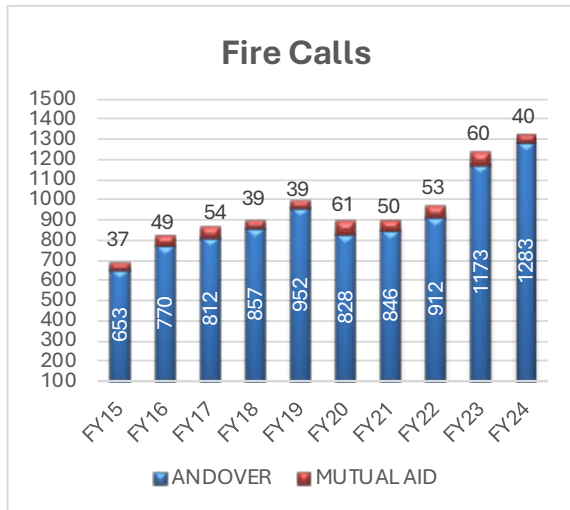
- Continue to provide quality patient care to all citizens within the Town of Andover and meet response time requirements as set forth by the NFPA and AHA.
- Continue with the customer service survey program.
- Sustain EMS Quality Assurance and Training program.
- Investigate additional EMS revenue streams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

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

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

FIRE RESCUE

Fire Performance Statistics



FIRE RESCUE

Position Classification	FTE FY2023	FTE FY2024	FTE FY2025	REQ FY2026	TMREC FY2026	TMREC FY2026
FIRE-RESCUE						
Fire Chief	1.0	1.0	1.0	1.0	1.0	196,471
Executive Assistant	1.0	1.0	1.0	1.0	1.0	83,519
Office Assistant II	1.0	1.0	1.0	1.0	1.0	63,078
Deputy Chief	4.0	4.0	4.0	4.0	4.0	617,658
Lieutenant	13.0	14.0	14.0	14.0	14.0	1,710,282
Firefighter	52.0	60.0	60.0	64.0	62.0	5,648,208
	72.0	81.0	81.0	85.0	83.0	8,319,216

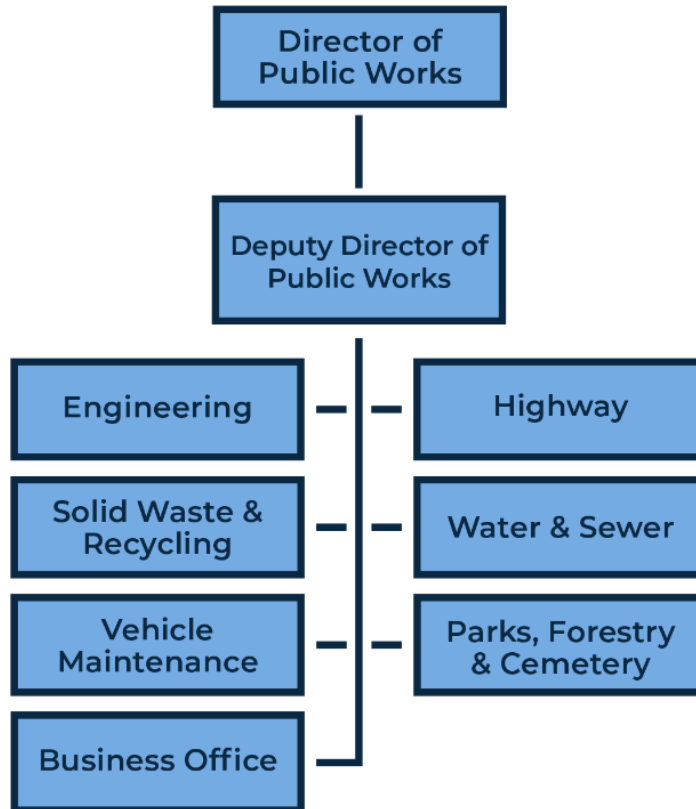
FIRE RESCUE DEPARTMENT		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC SAFETY		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012201	FIRE RESCUE SALARIES					
5110	REG WAGES	\$6,807,592	\$7,320,976	\$8,296,986	\$8,869,032	\$8,554,032
5111	ILD INJURED ON DUTY	\$190,118	\$391,563	\$0	\$0	\$0
5120	OVERTIME	\$1,172	\$901	\$0	\$0	\$0
5123	OVERTIME	\$1,465,760	\$1,841,202	\$1,347,300	\$1,500,000	\$1,350,000
5151	LADDER AIDE OVERTIME	\$455,936	\$0	\$0	\$0	\$0
	SUBTOTAL	\$8,920,578	\$9,554,642	\$9,644,286	\$10,369,032	\$9,904,032
012202	FIRE RESCUE EXPENSES					
5211	ELECTRIC	\$29,363	\$32,127	\$36,704	\$38,500	\$38,500
5213	NATURAL GAS /OIL	\$14,614	\$14,058	\$20,000	\$19,000	\$19,000
5220	TELEPHONE	\$12,849	\$12,983	\$14,500	\$14,500	\$14,500
5271	CREDIT CARD FEES	\$20	\$0	\$0	\$0	\$0
5281	REPAIRS/BUILDING	\$2,527	\$2,885	\$3,000	\$3,000	\$3,000
5285	REP/OTHER EQUIP	\$32,989	\$36,423	\$37,000	\$60,000	\$45,000
5287	REPAIRS/RADIO EQUIP	\$15,633	\$6,376	\$15,000	\$15,000	\$15,000
5294	CLOTHING ALLOWANCE	\$82,470	\$92,593	\$100,000	\$110,000	\$110,000
5295	OTHR SVCS	\$0	\$250	\$0	\$0	\$0
529501	PROTECTIVE CLOTHING	\$55,345	\$91,566	\$82,500	\$93,000	\$93,000
529502	TRAINING	\$31,162	\$29,491	\$30,000	\$35,000	\$35,000
529503	AMBULANCE BILLING FEES	\$62,858	\$61,482	\$70,000	\$70,000	\$70,000
5296	MEDICAL EXPENSES	\$114,276	\$123,544	\$7,000	\$10,000	\$10,000
5310	OFFICE SUPPLIES	\$6,184	\$8,257	\$5,500	\$6,500	\$6,500
5330	SUPPLIES/BUILDING	\$11,867	\$12,902	\$13,000	\$14,000	\$14,000
5350	SUPPLIES/EQUIPMENT	\$40,713	\$72,652	\$60,000	\$68,000	\$68,000
5355	AUTOMOTIVE FUEL	\$90,393	\$78,321	\$125,000	\$125,000	\$125,000
5360	REP/PARTS/EQUIP	\$272	\$5,005	\$2,500	\$3,000	\$3,000
5393	SUPPLIES FIREFIGHTING	\$44,314	\$45,990	\$41,500	\$46,000	\$46,000
5430	OTHER EQUIPMENT	\$6,855	\$378	\$7,000	\$8,000	\$8,000
5504	TECHNOLOGY	\$1,776	\$3,771	\$3,000	\$5,000	\$5,000
5715	PROFESSIONAL DEVELOPMENT	\$0	\$450	\$0	\$1,000	\$1,000
5720	TRAVEL/OUT	\$2,616	\$892	\$3,000	\$3,500	\$3,500
5730	DUES/SUBSCRIPTIONS	\$15,533	\$16,709	\$15,300	\$16,000	\$16,000
	SUBTOTAL	\$674,628	\$749,105	\$691,504	\$764,000	\$749,000
012201	FIRE RESCUE REVENUES					
5811	FROM SALE OF SERVICE	\$ (1,748,182)	\$ (1,778,081)	\$ (1,750,000)	\$ (1,900,000)	\$ (1,900,000)
	SUBTOTAL	\$ (1,748,182)	\$ (1,778,081)	\$ (1,750,000)	\$ (1,900,000)	\$ (1,900,000)
	TOTAL FIRE RESCUE DEPARTMENT	\$7,847,024	\$8,525,666	\$8,585,790	\$9,233,032	\$8,753,032

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.



PUBLIC WORKS

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 all major construction and capital improvement projects, purchasing and inventory management for all materials, the Bald Hill leaf composting finances including permit sales and customer interface.

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

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

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.

PUBLIC WORKS

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/Electronics. As well as an annual Earth Day Clean up. More detailed information is available in the "Recycling and Trash Guide for Residents". More in depth information along with an interactive app can be found at <https://andoverma.gov/304/Recycling-Solid-Waste>.

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

The **Water Treatment Division** is responsible for treatment, pumping, and storage of the Town's drinking water. The Water Treatment Plant provides drinking water which meets or exceeds all state and federal requirements, and in an 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.

PUBLIC WORKS

FY2026 Objectives

Administration/Business Office

- Continue updating the long- and short-range plans for the department.
- Maintain and improve relationships with the community.
- Ensure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- Sustain the existing level of services within current and future budgets.
- 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.

Engineering

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

Highway

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

PUBLIC WORKS

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.
- 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.
- Assist with the implementation and management of automated trash and recycling collection beginning July 1, 2025.

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.

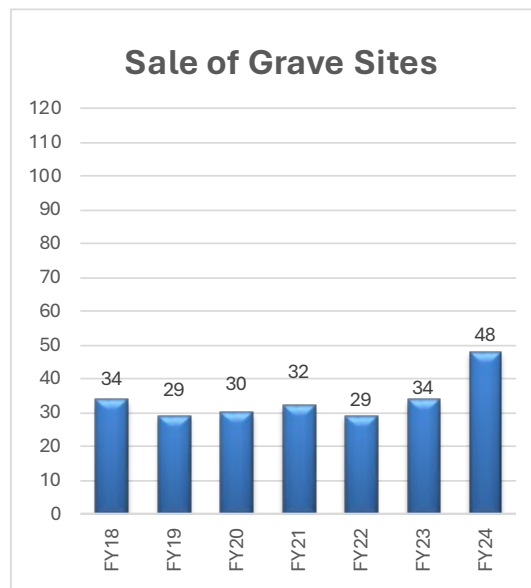
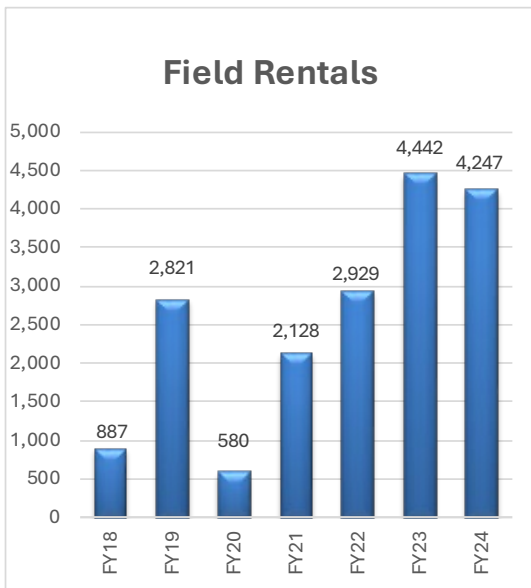
PUBLIC WORKS

Water

- To provide the highest quality drinking water that meets or exceeds all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- Explore large water meter/commercial account expansion.
- Implement conservation activities and source water protection plans.
- Continue the water main flushing program. This program will 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.
- Continue construction of WTP SCADA system upgrade.
- Continue localized rehabilitation of chemical storage and dosing systems at the WTP.
- Replace all remaining lead service lines within the distribution system.
- Perform rehabilitation of older pumps at the Fish Brook Pumping Station to prolong the life of the pumping station.
- Continue minor rehabilitation of sedimentation basins at the WTP to prolong the life of the asset.
- Perform pipeline assessment of the Fish Brook transmission water main, in support of future pumping station replacement project.

PUBLIC WORKS

Public Works Performance Statistics



PUBLIC WORKS

Position Classification	FTE FY2023	FTE FY2024	FTE FY2025	REQ FY2026	TMREC FY2026	TMREC FY2026
PUBLIC WORKS						
<u>DPW ADMINISTRATION</u>						
Director of Public Works	1.00	1.00	1.00	1.00	1.00	162,000
Administrative Secretary	1.00	1.00	0.00	0.00	0.00	
Business Coordinator	0.00	0.00	1.00	1.00	1.00	93,915
	2.00	2.00	2.00	2.00	2.00	255,915
<u>DPW/FACILITIES BUSINESS OFFICE</u>						
Business Manager	1.00	1.00	0.00	0.00	0.00	
Facilities Coordinator	0.50	0.40	0.40	0.00	0.00	
Office Assistant II	1.60	1.60	1.60	2.00	2.00	123,648
	3.10	3.00	2.00	2.00	2.00	123,648
<u>ENGINEERING</u>						
Town Engineer	1.00	1.00	1.00	1.00	1.00	127,333
Asst. Town Engineer*	1.00	1.00	0.50	0.50	0.50	51,977
Construction Inspector (Senior Civil Engineer)	1.00	1.00	1.00	1.00	1.00	104,637
	3.00	3.00	2.50	2.50	2.50	283,947
*Salary Allocated .5 to Water						
<u>HIGHWAY</u>						
Superintendent	1.00	1.00	1.00	1.00	1.00	125,000
General Foreman	1.00	1.00	1.00	1.00	1.00	123,578
Working Foreman	1.00	1.00	1.00	1.00	1.00	88,482
Maint/Craftsman	1.00	1.00	1.00	1.00	1.00	66,700
Equipment Operator II	7.00	7.00	7.00	6.00	6.00	415,719
Equipment Operator I	4.00	4.00	4.00	5.00	5.00	311,577
	15.00	15.00	15.00	15.00	15.00	1,131,056
<u>FORESTRY</u>						
Working Foreman	1.00	1.00	1.00	1.00	1.00	88,482
Tree Climber	3.00	3.00	3.00	3.00	3.00	200,341
	4.00	4.00	4.00	4.00	4.00	288,823
<u>SPRING GROVE CEMETERY</u>						
Working Foreman	1.00	1.00	1.00	1.00	1.00	84,164
Grader/Equipment Operator II	1.00	1.00	1.00	1.00	1.00	64,625
Laborer II	1.00	1.00	1.00	1.00	1.00	60,371
	3.00	3.00	3.00	3.00	3.00	209,160
<u>PARKS & GROUNDS</u>						
Superintendent	1.00	1.00	1.00	1.00	1.00	123,630
Working Foreman	1.00	1.00	1.00	1.00	1.00	84,549
Equipment Operator II	1.00	1.00	1.00	1.00	1.00	59,980
Public Grounds Laborer	1.00	1.00	1.00	1.00	1.00	59,432
Laborer II	4.00	4.00	4.00	4.00	4.00	248,349
	8.00	8.00	8.00	8.00	8.00	575,940
<u>VEHICLE MAINTENANCE</u>						
Working Foreman	1.00	1.00	1.00	1.00	1.00	87,632
Emergency Vehicle Technician	1.00	1.00	1.00	1.00	1.00	79,734
Mechanic	2.00	2.00	2.00	2.00	2.00	147,915
	4.00	4.00	4.00	4.00	4.00	315,281
GRAND TOTAL	42.10	42.00	40.50	40.50	40.50	3,183,770

PUBLIC WORKS

DPW ADMINISTRATION		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014211	DPW ADMINISTRATION SALARIES					
5110	REG WAGES	\$252,293	\$280,036	\$270,496	\$255,915	\$255,915
5120	OVERTIME	\$11,225	\$4,634	\$0	\$0	\$0
5130	PART-TIME	\$0	\$3,116	\$0	\$0	\$0
	SUBTOTAL	\$263,517	\$287,787	\$270,496	\$255,915	\$255,915
014212	DPW ADMINISTRATION EXPENSES					
5255	SOFTWARE SUPPORT	\$1,484	\$600	\$1,000	\$1,000	\$1,000
5294	CLOTHING ALLOWANCE	\$0	\$0	\$150	\$150	\$150
5295	OTHR SVCS	\$1,090	\$1,517	\$1,000	\$2,000	\$2,000
5406	UNIFORMS	\$4,076	\$6,615	\$3,000	\$4,500	\$4,500
5710	TRAVEL	\$319	\$0	\$1,500	\$1,500	\$1,500
5715	PROFESSIONAL DEVELOPMENT	\$964	\$648	\$1,000	\$1,000	\$1,000
5720	TRAVEL OUT OF STATE	\$0	\$0	\$2,500	\$2,500	\$2,500
5730	DUES/MEMBERSHIPS	\$0	\$150	\$0	\$0	\$0
	SUBTOTAL	\$7,933	\$9,530	\$10,150	\$12,650	\$12,650
	TOTAL DPW ADMINISTRATION	\$271,450	\$297,318	\$280,646	\$268,565	\$268,565

DPW/FACILITIES BUSINESS OFFICE		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014201	DPW/FACILITIES BUSINESS OFFICE SALARIES					
5110	REG WAGES	\$117,576	\$15,246	\$0	\$0	\$0
5120	OVERTIME	\$252	\$485	\$0	\$0	\$0
5130	PART-TIME	\$144,757	\$100,527	\$133,216	\$123,648	\$123,648
5140	SEASONAL	\$5,183	\$2,951	\$10,000	\$20,000	\$7,500
	SUBTOTAL	\$267,768	\$119,209	\$143,216	\$143,648	\$131,148
014202	DPW/FACILITIES BUSINESS OFFICE EXPENSES					
5255	SOFTWARE SUPPORT	\$12,213	\$17,076	\$20,000	\$20,000	\$20,000
5295	OTHR SVCS	\$1,513	\$1,886	\$3,000	\$4,000	\$4,000
5310	OFFICE SUPPLIES	\$3,411	\$1,996	\$4,000	\$4,500	\$4,500
5710	TRAVEL	\$192	\$0	\$0	\$0	\$0
5715	PROFESSIONAL DEVELOPMENT	\$1,696	\$179	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$19,024	\$21,137	\$29,000	\$30,500	\$30,500
	TOTAL DPW/FACILITIES BUSINESS OFF	\$286,792	\$140,345	\$172,216	\$174,148	\$161,648

PUBLIC WORKS

DPW ENGINEERING		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014101	ENGINEERING SALARIES					
5110	REG WAGES	\$335,145	\$321,735	\$284,579	\$284,000	\$284,000
5140	SEASONAL	\$14,550	\$0	\$1,000	\$10,000	\$10,000
	SUBTOTAL	\$349,695	\$321,735	\$285,579	\$294,000	\$294,000
014102	ENGINEERING EXPENSES					
5282	REP-OFFICE EQUIP	\$0	\$1,219	\$2,750	\$1,500	\$1,500
5294	CLOTHING ALLOWANCE	\$285	\$282	\$750	\$750	\$750
5295	OTHR SVCS	\$801	\$2,455	\$3,500	\$3,500	\$3,500
5298	STORM WATER MGMT	\$1,900	\$89,150	\$95,000	\$95,000	\$75,000
5310	OFFICE SUP	\$1,452	\$1,698	\$2,000	\$2,000	\$2,000
5330	OPERATING SUPPLIES	\$1,119	\$166	\$0	\$0	\$0
5380	MIN APPARATUS/TOOLS	\$2,105	\$0	\$2,000	\$2,000	\$2,000
5395	OTH COMM	\$70	\$0	\$4,500	\$4,500	\$4,500
5504	TECHNOLOGY	\$2,444	\$11,358	\$5,500	\$6,000	\$6,000
5710	TRAVEL	\$0	\$211	\$300	\$300	\$300
5715	PROF DEV	\$2,325	\$3,315	\$4,000	\$4,000	\$4,000
5730	DUES/SUBSCRIPTIONS	\$300	\$350	\$400	\$400	\$400
	SUBTOTAL	\$12,802	\$110,204	\$120,700	\$119,950	\$99,950
	TOTAL ENGINEERING	\$362,497	\$431,939	\$406,279	\$413,950	\$393,950

DPW HIGHWAY		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014221	HIGHWAY SALARIES					
5110	REG WAGES	\$992,680	\$1,077,089	\$1,147,595	\$1,135,482	\$1,132,482
5120	OVERTIME	\$121,877	\$194,572	\$131,250	\$131,250	\$131,250
5130	PART TIME	\$7	\$0	\$0	\$0	\$0
5140	SEASONAL	\$0	\$1,350	\$7,500	\$7,500	\$7,500
5152	SPECIAL EVENT OVERTIME	\$40,129	\$57,038	\$22,000	\$22,000	\$19,000
5188	RETRO WAGES	\$10,266	\$0	\$0	\$0	\$0
	SUBTOTAL	\$1,164,960	\$1,330,049	\$1,308,345	\$1,296,232	\$1,290,232
014222	HIGHWAY DEPT EXPENSES					
5220	TELEPHONE	\$9,311	\$6,480	\$10,000	\$15,000	\$15,000
5268	PROF SERVICES	\$0	\$15,480	\$20,000	\$20,000	\$20,000
5294	CLOTHING ALLOWANCE	\$6,374	\$5,814	\$7,000	\$7,000	\$7,000
5295	OTHR SVCS	\$119,994	\$280,712	\$185,000	\$225,000	\$200,000
5310	OFFICE SUP	\$615	\$1,014	\$1,000	\$1,000	\$1,000
5330	SUPPLIES/BUILDING	\$27,609	\$34,457	\$25,000	\$25,500	\$25,500
5355	AUTOMOTIVE FUEL	\$103,213	\$93,539	\$115,131	\$135,000	\$135,000
5360	REP/PARTS/EQUIP	\$1,304	\$0	\$10,000	\$10,000	\$10,000
5370	SUPPLIES CONSTRUCTION	\$84,329	\$76,335	\$175,000	\$175,000	\$125,000
5395	OTHER COMMODITIES	\$0	\$10,344	\$0	\$1,500	\$1,500
5410	MACHINERY/EQUIP	\$3,172	\$5,110	\$18,500	\$18,500	\$18,500
5710	TRAVEL	\$235	\$538	\$250	\$250	\$250
5715	PROFESSIONAL DEVELOPMENT	\$3,875	\$5,951	\$6,500	\$6,500	\$6,500
5716	LICENSES & CONTINUING ED	\$1,388	\$1,937	\$2,500	\$2,500	\$2,500
5730	DUES/SUBSCRIPTIONS	\$1,688	\$350	\$1,000	\$1,000	\$1,000
5753	MUNICIPAL SERVICES FACILITY	\$11,908	\$6,324	\$0	\$10,000	\$10,000
5779	STORM RECOVERY	\$4,864	\$61,176	\$0	\$0	\$0
	SUBTOTAL	\$379,879	\$605,563	\$576,881	\$653,750	\$578,750
	TOTAL HIGHWAY	\$1,544,838	\$1,935,612	\$1,885,226	\$1,949,982	\$1,868,982

PUBLIC WORKS

DPW SNOW & ICE		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014231	SNOW & ICE SALARIES					
5120	SNOW OT	\$357,069	\$272,109	\$198,000	\$198,000	\$198,000
	SUBTOTAL	\$357,069	\$272,109	\$198,000	\$198,000	\$198,000
014232	SNOW & ICE EXPENSES					
5374	SNOW & ICE MAINT	\$1,166,175	\$712,758	\$835,000	\$835,000	\$835,000
5375	ROAD SALT	\$522,669	\$328,379	\$212,000	\$250,000	\$212,000
5376	SAND	\$0	\$0	\$2,000	\$2,000	\$2,000
	SUBTOTAL	\$1,688,844	\$1,041,137	\$1,049,000	\$1,087,000	\$1,049,000
	TOTAL SNOW & ICE	\$2,045,913	\$1,313,246	\$1,247,000	\$1,285,000	\$1,247,000

DPW FORESTRY		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014251	FORESTRY SALARIES					
5110	REG WAGES	\$229,212	\$280,141	\$292,691	\$288,823	\$288,823
5120	OVERTIME	\$54,092	\$99,123	\$50,048	\$50,000	\$50,000
5140	SEASONAL - BALD HILL	\$0	\$0	\$6,000	\$6,000	\$6,000
	SUBTOTAL	\$283,304	\$379,263	\$348,739	\$344,823	\$344,823
014252	FORESTRY EXPENSES					
5220	TELEPHONE	\$2,322	\$0	\$2,060	\$2,500	\$2,500
5250	ADVERTISING	\$0	\$309	\$515	\$525	\$525
5285	REP/OTHER EQUIP	\$0	\$0	\$1,030	\$1,500	\$1,500
5294	CLOTHING ALLOWANCE	\$1,144	\$2,434	\$2,000	\$2,000	\$2,000
5295	OTHR SVCS	\$33,179	\$81,345	\$45,000	\$50,000	\$50,000
5297	BALD HILL	\$0	\$4,483	\$20,600	\$30,000	\$30,000
5330	OPER SUPPLIES	\$3,402	\$2,819	\$4,120	\$4,500	\$4,500
5355	AUTOMOTIVE FUEL	\$20,682	\$20,103	\$25,000	\$25,000	\$25,000
5360	REP/PARTS/EQUIP	\$2,569	\$3,899	\$5,000	\$7,000	\$7,000
5410	MACHINERY/EQUIP	\$300	\$770	\$2,060	\$2,500	\$2,500
5490	STORM CLEAN-UP	\$467	\$279,728	\$0	\$0	\$0
5710	TRAVEL	\$0	\$0	\$150	\$150	\$150
5715	PROFESSIONAL DEV	\$515	\$313	\$2,500	\$2,500	\$2,500
5716	LICENSES & CONTINUING ED	\$1,358	\$564	\$1,500	\$1,500	\$1,500
5730	DUES/SUBSCRIPTIONS	\$210	\$430	\$515	\$515	\$515
5780	STREET/TREE REPLANTING	\$16,081	\$7,838	\$6,000	\$10,000	\$10,000
	SUBTOTAL	\$82,229	\$405,035	\$118,050	\$140,190	\$140,190
	TOTAL FORESTRY	\$365,533	\$784,299	\$466,789	\$485,013	\$485,013

PUBLIC WORKS

DPW PARKS & GROUNDS		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014261	PARKS & GROUNDS SALARIES					
5110	REG WAGES	\$511,289	\$532,621	\$560,674	\$575,940	\$575,940
5120	OVERTIME	\$70,783	\$101,049	\$73,000	\$75,000	\$75,000
5140	SEASONAL	\$30,798	\$42,765	\$35,000	\$40,000	\$40,000
5152	SPECIAL EVENT OVERTIME	\$11,200	\$0	\$6,000	\$16,000	\$5,000
5188	RETRO WAGES	\$5,391	\$0	\$0	\$0	\$0
	SUBTOTAL	\$629,461	\$676,435	\$674,674	\$706,940	\$695,940
014262	PARKS & GROUNDS EXPENSES					
5211	ELECTRICITY	\$164	\$176	\$600	\$600	\$600
5285	REP/OTHER EQUIP	\$0	\$0	\$3,000	\$3,000	\$3,000
5294	CLOTHING ALLOWANCE	\$3,462	\$3,210	\$3,500	\$3,500	\$3,500
5295	OTHR SVCS	\$52,187	\$18,862	\$21,850	\$22,000	\$22,000
5330	OPERATING SUPPLIES	\$11,558	\$19,018	\$26,450	\$27,000	\$27,000
5331	PLAYGROUND SUPPLIES	\$0	\$0	\$5,000	\$5,000	\$5,000
5355	AUTOMOTIVE FUEL	\$21,825	\$21,197	\$25,000	\$25,000	\$25,000
5360	REP/PARTS/EQUIP	\$24,397	\$27,253	\$18,952	\$25,000	\$25,000
5410	MACHINERY/EQUIP	\$541	\$4,937	\$20,000	\$20,000	\$20,000
5490	EVENTS	\$27,300	\$27,975	\$20,000	\$40,000	\$22,500
5508	DOWNTOWN MAINTENANCE	\$16,014	\$75,031	\$13,000	\$21,000	\$21,000
5710	TRAVEL	\$0	\$0	\$100	\$100	\$100
5715	PROFESSIONAL DEV	\$0	\$75	\$1,000	\$1,000	\$1,000
5716	LICENSES & CONTINUING ED	\$372	\$205	\$400	\$400	\$400
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$400	\$400	\$400
	SUBTOTAL	\$157,821	\$197,939	\$159,252	\$194,000	\$176,500
	TOTAL PARKS & GROUNDS	\$787,282	\$874,374	\$833,926	\$900,940	\$872,440

DPW SPRING GROVE CEMETERY		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014271	SPRING GROVE CEMETERY SALARIES					
5110	REG WAGES	\$159,162	\$173,101	\$204,003	\$209,160	\$209,160
5120	OVERTIME	\$26,747	\$54,547	\$20,000	\$26,150	\$26,150
5140	SEASONAL WAGES	\$23,322	\$16,374	\$500	\$5,500	\$5,500
	SUBTOTAL	\$209,231	\$244,022	\$224,503	\$240,810	\$240,810
014272	SPRING GROVE CEMETERY EXPENSES					
5211	ELECTRICITY	\$3,696	\$3,765	\$4,620	\$6,700	\$6,700
5220	TELEPHONE	\$566	\$1,330	\$1,000	\$1,300	\$1,300
5285	REP/OTHER EQUIP	\$459	\$0	\$0	\$1,000	\$1,000
5294	CLOTHING ALLOWANCE	\$1,692	\$682	\$1,800	\$1,800	\$1,800
5295	OTHR SVCS	\$3,936	\$6,171	\$10,300	\$10,300	\$10,300
5330	OPERATING SUPPLIES	\$5,537	\$11,541	\$5,600	\$5,700	\$5,700
5335	FUEL OIL	\$6,556	\$6,704	\$8,195	\$5,500	\$5,500
5355	AUTOMOTIVE FUEL	\$7,663	\$8,001	\$10,000	\$10,000	\$10,000
5360	REP/PARTS/EQUIP	\$0	\$0	\$2,060	\$2,060	\$2,060
5410	MACHINERY/EQUIP	\$0	\$499	\$10,000	\$10,000	\$10,000
5710	TRAVEL	\$0	\$0	\$100	\$100	\$100
5715	PROFESSIONAL DEV	\$0	\$310	\$500	\$500	\$500
5730	DUES/SUBSCRIPTIONS	\$210	\$317	\$245	\$300	\$300
	SUBTOTAL	\$30,316	\$39,322	\$54,420	\$55,260	\$55,260
014272	SPRING GROVE REVENUES					
5811	FROM SALE OF SERVICE	-\$67,904	-\$79,947	-\$60,000	-\$60,000	-\$60,000
	SUBTOTAL	-\$67,904	-\$79,947	-\$60,000	-\$60,000	-\$60,000
	TOTAL SPRING GROVE CEMETERY	\$171,643	\$203,396	\$218,923	\$236,070	\$236,070

PUBLIC WORKS

DPW VEHICLE MAINTENANCE		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014281	VEHICLE MAINT SALARIES					
5110	REG WAGES	\$302,109	\$287,294	\$313,618	\$315,281	\$315,281
5120	OVERTIME	\$51,326	\$45,095	\$42,000	\$42,000	\$42,000
5140	SEASONAL	\$0	\$0	\$0	\$4,500	\$4,500
	SUBTOTAL	\$353,435	\$332,388	\$355,618	\$361,781	\$361,781
014282	VEHICLE MAINT EXPENSES					
5283	REP-VHCLS	\$23,471	\$418	\$15,000	\$15,000	\$15,000
5285	REPAIRS/OTHER EQUIP	\$2,952	\$10,315	\$15,000	\$15,000	\$15,000
5287	MAINT/REPAIRS RADIO & COMMUNIC	\$0	\$603	\$0	\$0	\$0
5293	UNIFORM RENTAL	\$3,904	\$5,722	\$4,500	\$4,500	\$4,500
5294	CLOTHING ALLOWANCE	\$1,600	\$1,600	\$2,500	\$1,600	\$1,600
5295	OTHR SVCS	\$9,087	\$5,515	\$10,000	\$10,000	\$10,000
5330	OPERATING SUPPLIES	\$2,765	\$6,030	\$4,000	\$5,000	\$5,000
5354	INVENTORY AUTO FUEL	-\$6,122	\$6,970	\$0	\$0	\$0
5355	AUTO FUEL	\$4,450	\$3,175	\$10,000	\$10,000	\$10,000
5360	REPAIR/PARTS/EQUIP	\$88,680	\$92,851	\$65,800	\$85,000	\$85,000
5361	OPER SUPPLIES/POLICE	\$49,746	\$42,994	\$46,350	\$47,277	\$47,277
5362	OPER SUPPLIES/FIRE	\$146,307	\$160,622	\$139,050	\$150,000	\$150,000
5363	DPW VEHICLES	\$161,407	\$157,198	\$138,226	\$141,000	\$141,000
5380	MIN APPARATUS/TOOLS	\$11,331	\$10,755	\$10,000	\$1,000	\$1,000
5430	OTH EQUIP	\$8,288	\$2,451	\$7,500	\$7,750	\$7,750
5710	TRAVEL	\$13	\$6	\$0	\$0	\$0
5715	PROFESSIONAL DEV	\$0	\$256	\$2,000	\$2,000	\$2,000
5716	LICENSES & CONTINUING ED	\$198	\$2,240	\$2,000	\$2,000	\$2,000
5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$500	\$500
	SUBTOTAL	\$508,075	\$509,721	\$472,426	\$497,627	\$497,627
	TOTAL VEHICLE MAINTENANCE	\$861,510	\$842,110	\$828,044	\$859,408	\$859,408

PUBLIC WORKS – WATER AND SEWER

Position Classification	FTE FY2023	REQ FY2024	TMREC FY2025	TMREC FY2026	TMREC FY2026	TMREC FY2026
SEWER						
Projects Engineer	1.0	1.0	1.0	1.0	1.0	110,275
Deputy Director*	0.0	0.0	0.0	0.3	0.3	30,000
Director of Business Services**	0.0	0.0	0.0	0.3	0.3	30,000
GIS Coordinator ***	0.2	0.2	0.2	0.2	0.2	22,654
Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	67,495
Working Foreman	1.0	1.0	1.0	1.0	1.0	88,483
Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	71,475
SEWER TOTAL	4.2	4.2	4.2	4.8	4.8	420,382

*Salary Allocated .3 to Solid Waste & .4 to Water

**Salary Allocated .4 to Business Services & .3 to Water

***Salary Allocated .6 to IT & .2 to Water

Position Classification	FTE FY2023	REQ FY2024	TMREC FY2025	TMREC FY2026	TMREC FY2026	TMREC FY2026
WATER						
Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	127,839
Deputy Director*	0.0	0.0	0.0	0.4	0.4	40,000
Director of Business Services**	0.0	0.0	0.0	0.3	0.3	30,000
Water Dist & Waste Collection Supervisor	1.0	1.0	1.0	1.0	1.0	137,532
General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	114,773
GIS Coordinator ***	0.2	0.2	0.2	0.2	0.2	22,654
Lab Dir/Environmental Compliance Coord	1.0	1.0	1.0	1.0	1.0	112,132
Chemist	1.0	1.0	1.0	1.0	1.0	102,149
Staff Engineer	1.0	1.0	1.0	1.0	1.0	92,613
W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	72,847
Office Assistant III****	2.0	2.0	1.0	1.0	1.0	70,916
WTP Operator	7.0	5.0	5.0	5.0	5.0	399,995
WTP Station Operator In Training	0.0	2.0	2.0	2.0	2.0	148,111
Licensed Maintenance/Grd Eq Op II	3.0	2.0	2.0	2.0	2.0	140,894
Maintenance Specialist	3.0	3.0	3.0	3.0	3.0	204,439
Water Meter Reader	1.0	1.0	1.0	1.0	1.0	65,918
Custodian	1.0	1.0	1.0	1.0	1.0	61,546
WATER TOTAL	24.2	23.2	22.2	22.9	22.9	1,944,358

*Salary Allocated .3 to Solid Waste & .3 to Sewer

**Salary Allocated .4 to Business Services & .3 to Sewer

***Salary Allocated .6 to IT & .2 to Sewer

****One position moved to Solid Waste in FY25

PUBLIC WORKS – WATER AND SEWER

SEWER ENTERPRISE FUND		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
70001	SEWER ENTERPRISE FUND SALARIES					
5110	REGULAR WAGES	\$302,580	\$346,566	\$348,627	\$361,182	\$431,182
5120	OVERTIME	\$19,532	\$63,108	\$40,250	\$40,250	\$40,250
	SUBTOTAL	\$322,112	\$409,674	\$388,877	\$401,432	\$471,432
70002	SEWER ENTERPRISE FUND EXPENSES					
5211	ELECTRICITY	\$247,550	\$160,028	\$161,931	\$250,000	\$250,000
5213	NATURAL GAS	\$248	\$781	\$1,000	\$1,000	\$1,000
5220	TELEPHONE	\$3,389	\$2,866	\$4,000	\$4,000	\$4,000
5225	POSTAGE	\$13,000	\$13,500	\$19,203	\$19,587	\$19,587
5268	PROF SERVICES		\$35,000	\$25,000	\$25,000	\$25,000
5270	PRINTING	\$5,000	\$5,000	\$6,900	\$6,900	\$6,900
5294	CLOTHING ALLOWANCE	\$920	\$950	\$2,000	\$2,000	\$2,000
5295	OTHR SVCS	\$142,360	\$112,880	\$154,500	\$157,590	\$157,590
5323	CHEMICALS	\$0	\$0	\$11,025	\$11,025	\$11,025
5330	SUPPLIES/BUILDING	\$0	\$0	\$4,120	\$4,120	\$4,120
5335	FUEL OIL	\$7,012	\$4,474	\$10,000	\$10,000	\$10,000
5355	AUTOMOTIVE FUEL	\$0	\$0	\$0	\$6,000	\$30,000
5360	REPAIR PARTS/EQUIP	\$128	\$0	\$25,750	\$25,750	\$25,750
5380	MIN APPARATUS/TOOLS	\$0	\$0	\$618	\$618	\$618
5410	MACHINERY/EQUIP	\$0	\$8,003	\$51,500	\$51,500	\$51,500
5500	GIS	\$370	\$0	\$10,300	\$10,300	\$10,300
5600	GTR LAWRENCE SANITARY	\$2,039,595	\$2,308,204	\$2,855,137	\$2,969,342	\$2,969,342
5703	INSURANCE DEDUCTIBLE	\$6,716	\$19,387	\$20,000	\$20,000	\$20,000
5760	COURT JUDGEMENTS	\$0	\$52,792	\$0	\$0	\$0
5985	INDIRECT COSTS	\$0	\$515,608	\$550,369	\$626,637	\$626,637
5990	RESERVE/OTHER FINANCING USES	\$964,280	\$600,000	\$800,000	\$300,000	\$300,000
5950	OPEB	\$25,043	\$25,073	\$25,408	\$26,342	\$26,342
	SUBTOTAL	\$3,455,612	\$3,864,546	\$4,738,761	\$4,527,712	\$4,551,712
	SEWER DEBT SERVICE					
573203	BAN NONEXEMPT SEWER	\$42,166	\$48,998	\$96,000	\$0	\$0
5743	SEWER PRINCIPAL	\$1,402,000	\$1,171,500	\$871,550	\$932,800	\$982,800
57431	SEWER INTEREST	\$200,415	\$156,003	\$205,728	\$288,111	\$288,111
	SUBTOTAL	\$1,644,581	\$1,376,501	\$1,173,278	\$1,220,911	\$1,270,911
	TOTAL SEWER ENTERPRISE FUND	\$5,422,305	\$5,650,721	\$6,300,916	\$6,150,055	\$6,294,055

PUBLIC WORKS – WATER AND SEWER

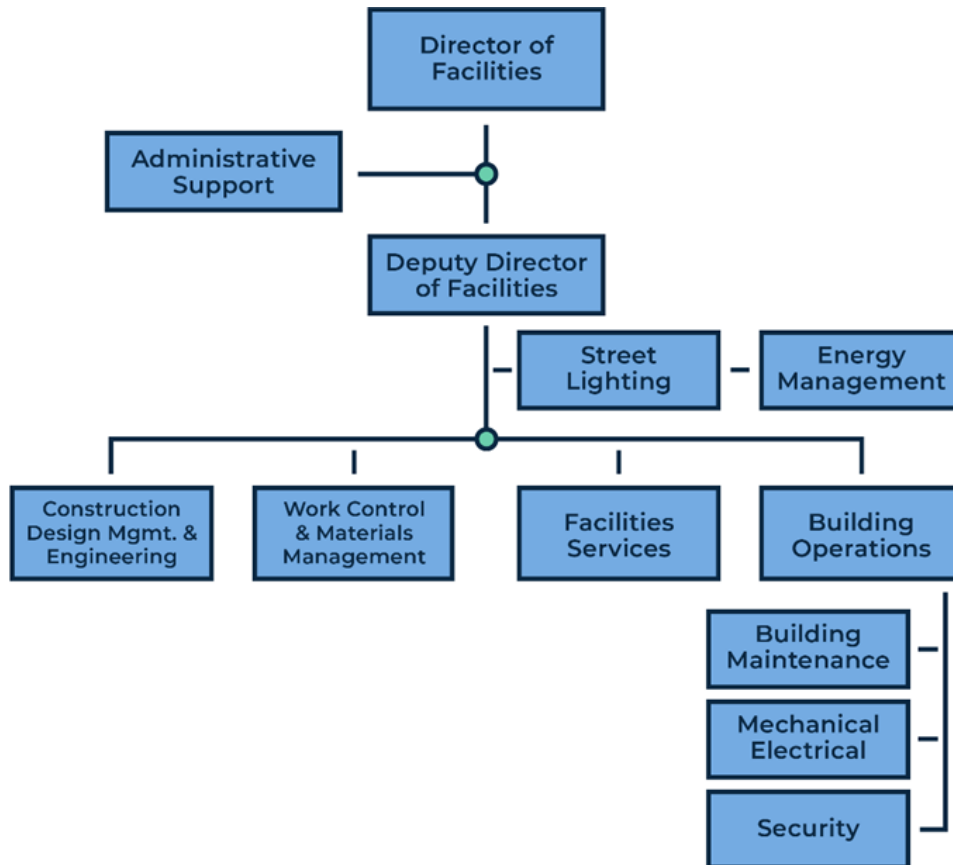
WATER ENTERPRISE FUND		FY2023	FY2024	FY2025	FY2026	FY2026
PUBLIC WORKS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
71001	WATER ENTERPRISE FUND SALARIES					
5110	REGULAR WAGES	\$1,800,270	\$1,818,734	\$1,839,562	\$1,875,528	\$1,947,559
5120	OVERTIME	\$507,909	\$444,045	\$500,000	\$500,000	\$525,000
5130	PART-TIME	\$70	\$0	\$0	\$0	\$0
5140	SEASONAL	\$12,216	\$7,070	\$0	\$0	\$15,000
5188	RETRO WAGES	\$16,410	\$0	\$0	\$0	\$0
	SUBTOTAL	\$2,336,876	\$2,269,849	\$2,339,562	\$2,375,528	\$2,487,559
71002	WATER ENTERPRISE FUND EXPENSES					
5211	ELECTRICITY	\$1,703,532	\$1,187,847	\$1,456,819	\$1,800,000	\$1,800,000
5213	NATURAL GAS/OIL	\$61,553	\$63,019	\$70,000	\$78,000	\$78,000
5220	TELEPHONE	\$39,736	\$36,299	\$50,000	\$50,000	\$50,000
5225	POSTAGE	\$13,000	\$14,004	\$16,698	\$17,032	\$17,032
5250	ADVERTISING	\$2,017	\$1,891	\$0	\$2,000	\$2,000
5268	PROFESSIONAL SERVICES	\$10,500	\$700	\$66,250	\$66,250	\$45,000
5270	PRINTING	\$15,209	\$14,822	\$12,650	\$12,650	\$12,650
5285	MAINT REP/OTHER EQUIP	\$464,871	\$253,152	\$371,910	\$371,910	\$371,910
5294	CLOTHING ALLOWANCE	\$6,875	\$6,910	\$7,000	\$7,000	\$7,000
5295	OTHR SVCS	\$891,009	\$432,303	\$419,469	\$427,858	\$427,858
5310	OFFICE SUPPLIES	\$6,201	\$3,683	\$12,360	\$12,607	\$12,607
5323	CHEMICALS	\$784,902	\$707,363	\$1,150,000	\$1,173,000	\$900,000
5324	WATER LAB SUPP/EQUIP	\$111,439	\$138,701	\$155,000	\$160,000	\$160,000
5325	WATER CONSERVATION	\$6,133	\$9,597	\$10,300	\$10,300	\$10,300
5330	SUPPLIES/BUILDING	\$32,187	\$24,355	\$17,510	\$40,000	\$35,000
5335	FUEL OIL	\$8,524	\$19,275	\$15,000	\$15,000	\$15,000
5350	SUPPLIES/EQUIPMENT	\$39,295	\$37,310	\$180,250	\$183,855	\$183,855
5355	AUTOMOTIVE FUEL	\$45,384	\$40,484	\$60,000	\$60,000	\$30,000
5360	REPAIR PARTS/EQUIP	\$9,854	\$1,047	\$187,225	\$190,970	\$150,000
5364	REPAIRS/WATER VEHICLES	\$23,768	\$26,403	\$51,500	\$52,530	\$52,530
5380	MIN APPARATUS/TOOLS	\$2,050	\$0	\$5,150	\$5,150	\$5,150
5395	OTHER COMMODITIES	\$45,884	\$52,676	\$41,200	\$42,024	\$42,024
5410	MACHINERY/EQUIP	\$9,301	\$2,120	\$20,600	\$21,012	\$21,012
5500	GIS	\$0	\$0	\$15,000	\$15,000	\$15,000
5509	MCWT ADMIN FEE	\$9,133	\$7,762	\$29,950	\$29,950	\$9,950
5703	INSURANCE DEDUCTIBLE	\$5,060	\$370	\$10,000	\$10,000	\$10,000
5710	TRAVEL IN-STATE	\$2,978	\$652	\$1,000	\$1,200	\$1,200
5715	PROFESSIONAL DEVELOPMENT	\$1,030	\$4,169	\$10,000	\$12,000	\$12,000
5716	LICENSES/CEU'S	\$9,037	\$8,169	\$1,000	\$1,000	\$1,000
5730	DUES/SUBSCRIPTIONS	\$27,071	\$26,871	\$16,000	\$16,000	\$16,000
5950	OPEB	\$93,832	\$95,911	\$97,178	\$97,178	\$97,178
5985	INDIRECT COSTS	\$0	\$1,789,469	\$1,446,531	\$1,428,643	\$1,428,643
5990	RESERVE/OTHER FINANCING USES	\$2,358,544	\$300,000	\$150,000	\$200,000	\$200,000
	SUBTOTAL	\$6,839,910	\$5,307,335	\$6,153,550	\$6,610,119	\$6,219,900
	WATER ENTERPRISE FUND DEBT SERVICE					
5742	WATER PRINCIPAL	\$2,586,371	\$2,576,799	\$2,587,236	\$2,980,894	\$3,252,379
57421	WATER INTEREST	\$1,031,486	\$874,478	\$1,094,315	\$1,659,642	\$1,667,414
573202	WATER SHORT-TERM INTEREST	\$77,050	\$86,407	\$126,000	\$0	\$0
	SUBTOTAL	\$3,694,907	\$3,537,684	\$3,807,551	\$4,640,536	\$4,919,793
	TOTAL WATER ENTERPRISE FUND	\$12,871,693	\$11,114,867	\$12,300,663	\$13,626,183	\$13,627,252

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.



FACILITIES

The **Department of Facilities** oversees the facilities management, maintenance and construction responsibilities for Town and School buildings, parks and playgrounds, streetlights, traffic lights and the fuel depot. The department is also responsible for managing all major building-related capital projects and improvements.

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 Director of Sustainability and Energy, 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 encompasses various roles and responsibilities. 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. Supplemental project management services are provided using part-time contracted project management professionals and Owner's Project Managers.

The **Work Control and Materials Management** 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 Ballardvale Fire Station, Cormier Youth Center, Memorial Hall Library, Municipal Services Facility, Old Town Hall, Poms Pond, Public Safety Center, Recreation Park, Red Spring Road maintenance shop, The Robb

FACILITIES

Center, and Andover Town Offices building. Custodial cleaning supplies and equipment are procured by this division, and staff also support the facilities rentals function by providing custodial services during the rental of Town spaces.

The **Building Maintenance, Mechanical, and Electrical Divisions** are staffed by licensed, skilled tradespersons in the fields of carpentry, electrical, HVAC, integrated security systems, locksmith, masonry, painting, plumbing, and roofing who service 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 to provide detailed reporting to management.

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

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

- **The Mechanical Division** maintains, monitors, programs, upgrades and installs heating, ventilation, air conditioning (HVAC) and energy management systems. Plumbing installations and repairs, as well as boiler replacements and repairs also fall under the responsibility of the Mechanical Division.
- **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.

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.

FY2026 Objectives

Administration and Facilities Management

- Manage the development of Schematic Design for the Andover High School Improvement Project. Prepare estimates and scope of work for Special Town Meeting.
- Participate in the development of options for future use of the existing Shawsheen Preschool building as a Town asset.
- Plan for and manage the required updates to the Doherty Middle School to achieve full compliance with the Massachusetts Architectural Access Board agreement to address all ADA issues in the school over the next five years.
- Improve accessibility in recreational areas with construction of an accessible kayak launch at Nason's Landing, development of Haggetts Pond rail trail, and accessibility improvements at Ballardvale Playground.
- Complete the design for Phase 1 of West Middle School security and administration improvements. Construction will follow in 2027.
- Continued visioning and planning for improvements at The Park. Gazebo structural repairs

FACILITIES

to take place in fiscal year 2026.

- Develop a plan for track repairs and turf replacement at Lovely Field.
- Update and formalize the Facilities Operations and Maintenance Program manual.
- Select and implement a project management software solution.

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, and the procurement of a competitive three-year supply contract for natural gas.
- Manage the procurement and construction of the Town's first municipal rooftop solar array, to be installed at Sanborn Elementary school.
- Implement renewable power generation through solar rooftop installations at Bancroft Elementary, Public Safety Center and the new West Elementary Shawsheen Preschool.

Street Lighting

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

Construction Design, Management and Engineering

- Manage the completion of the West Elementary School/Shawsheen Preschool construction project, including final closeout with the Massachusetts School Building Authority. Shawsheen Preschool is scheduled to relocate to the new building in July of 2025 and the turf field installation will take place during summer 2025.
- Construction management of the second floor renovations at Town Offices, including finishes, fire suppression and code compliance, along with limited work on the first floor during this phase.
- Construction oversight for the replacement of the roof at the Public Safety Center.
- Manage construction of the West Fire Station renovations, including new windows, sitework and paving.
- Construction management of the West Middle School kitchen floor replacement and plumbing upgrades.
- Update and digitize building plans inventory.
- Design and manage small construction projects such as offices, restrooms, outdoor spaces, playgrounds and site work. Verify compliance with the Americans with Disabilities Act (ADA).
- Adhere to State and Federal code requirements for lead and copper water testing and Asbestos Hazard Emergency Response Act (AHERA) monitoring and reporting.

FACILITIES

Work Control and Materials Management

- Continue the process of implementing a new 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 facilities rentals and town events with custodial support.
- Provide coverage and support for construction projects and contracted services.

Building Operations

- Management of the Building Maintenance, Carpentry, Electrical, HVAC and Plumbing trades.
- Adhere to State and Federal code requirements for all building systems, including elevators, fire alarms, fire suppression systems, HVAC systems, boilers, etc.
- Design and perform in-house construction projects in compliance with building and accessibility codes.

Security

- Implementation and oversight of the key management system for improved efficiency and security.
- Advance the design and construction of the two remaining vestibule systems needed at Doherty Middle and West Middle schools.
- Map cameras in the security camera system.
- Manage implementation of security upgrades as identified in the recent security audit for Andover schools.

FACILITIES

Position <u>Classification</u>	FTE <u>FY2023</u>	FTE <u>FY2024</u>	FTE <u>FY2025</u>	REQ <u>FY2026</u>	TMREC <u>FY2026</u>	TMREC <u>FY2026</u>
FACILITIES						
<u>ADMINISTRATION</u>						
Director of Facilities	1.0	1.0	1.0	1.0	1.0	164,400
Deputy Director	1.0	1.0	1.0	1.0	1.0	128,500
Project Manager	1.0	1.0	1.0	1.0	1.0	123,735
Building Operations Manager	1.0	1.0	1.0	1.0	1.0	111,896
Materials Coordinator	1.0	1.0	1.0	1.0	1.0	96,319
Energy/Project Manager	1.0	0.0	0.0	0.0	0.0	
Mechanical Engineer/Project Manager	0.0	1.0	1.0	1.0	1.0	99,105
Executive Secretary	1.0	1.0	1.0	0.0	0.0	
Business Coordinator	0.0	0.0	0.0	1.0	1.0	93,310
Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	72,282
	8.0	8.0	8.0	8.0	8.0	889,547
<u>FACILITIES SERVICES</u>						
Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	88,057
Custodian	9.0	9.0	9.0	9.0	9.0	537,184
	10.0	10.0	10.0	10.0	10.0	625,241
<u>BUILDING MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	86,781
Carpenter	3.0	3.0	3.0	3.0	3.0	221,652
Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	64,003
	5.0	5.0	5.0	5.0	5.0	372,436
<u>MECHANICAL/ELECTRICAL</u>						
Working Foreman-HVAC	1.0	1.0	1.0	1.0	1.0	88,482
Working Foreman-Electrical	1.0	1.0	1.0	1.0	1.0	86,781
Electricians/HVAC Mechanic	2.0	2.0	2.0	2.0	2.0	158,339
Plumber	1.0	1.0	1.0	1.0	1.0	79,472
Security Systems Technician	1.0	1.0	1.0	1.0	1.0	80,000
Maintenance Mechanic-HVAC & Mechanical	1.0	1.0	1.0	2.0	2.0	154,188
Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	80,388
Refrigeration Apprentice	1.0	1.0	1.0	0.0	0.0	
	9.0	9.0	9.0	9.0	9.0	727,650
GRAND TOTAL	32.0	32.0	32.0	32.0	32.0	2,614,874

FACILITIES

FACILITIES ADMINISTRATION		FY2023	FY2024	FY2025	FY2026	FY2026
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011861 MAINTENANCE ADMIN SALARIES						
5110	REG WAGES	\$722,422	\$813,152	\$876,866	\$899,547	\$899,547
5120	OVERTIME	\$13,050	\$15,368	\$15,000	\$10,000	\$10,000
SUBTOTAL		\$735,473	\$828,520	\$891,866	\$909,547	\$909,547
011862 MAINTENANCE ADMIN EXPENSES						
5220	TELEPHONE	\$18,007	\$18,094	\$18,000	\$18,500	\$18,500
5255	SOFTWARE SUPPORT	\$31,318	\$30,709	\$35,000	\$35,000	\$35,000
5270	PRINTING	\$552	\$745	\$400	\$400	\$400
5291	RENT EQUIP	\$2,640	\$2,640	\$2,700	\$2,000	\$2,000
5294	CLOTHING ALLOWANCE	\$313	\$150	\$1,250	\$750	\$750
5295	OTHR SVCS	\$3,961	\$3,887	\$9,500	\$5,000	\$5,000
5310	OFFICE SUP	\$2,642	\$3,684	\$5,000	\$5,000	\$5,000
5420	OFF EQUIP	\$917	\$221	\$2,000	\$1,000	\$1,000
5710	TRAVEL	\$378	\$1,019	\$500	\$500	\$500
5715	PROFESSIONAL DEVELOPMENT	\$3,444	\$6,554	\$5,000	\$5,000	\$5,000
5716	LICENSES & CONTINUING ED	\$5,687	\$1,126	\$6,000	\$6,000	\$6,000
5730	DUES/SUBSCRIPTIONS	\$350	\$545	\$500	\$500	\$500
SUBTOTAL		\$70,207	\$69,374	\$85,850	\$79,650	\$79,650
TOTAL FACILITIES ADMINISTRATION		\$805,680	\$897,894	\$977,716	\$989,197	\$989,197

FACILITIES SERVICES		FY2023	FY2024	FY2025	FY2026	FY2026
FACILITIES		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011851 FACILITIES SERVICES SALARIES						
5110	REG WAGES	\$545,912	\$597,609	\$619,899	\$625,241	\$625,241
5120	OVERTIME	\$78,154	\$67,940	\$65,000	\$70,000	\$70,000
5130	PART TIME	\$4,014	\$0	\$0	\$26,663	\$26,663
5150	RENTAL OVERTIME	\$18,566	\$29,390	\$20,000	\$20,000	\$20,000
5188	RETRO	\$7,141	\$0	\$0	\$0	\$0
SUBTOTAL		\$653,787	\$694,939	\$704,899	\$741,904	\$741,904
011852 FACILITIES SERVICES EXPENSES						
5211	ELECTRICITY	\$185,842	\$213,812	\$215,000	\$230,000	\$230,000
5213	NATURAL GAS	\$81,488	\$87,242	\$92,000	\$97,000	\$97,000
5294	CLOTHING ALLOWANCE	\$7,107	\$5,969	\$6,500	\$7,100	\$7,100
5295	OTHR SVCS	\$3,258	\$20	\$5,000	\$5,000	\$5,000
5310	OFFICE SUP	\$0	\$0	\$0	\$0	\$0
5330	OPERATING SUPPLIES	\$40,824	\$37,209	\$40,000	\$43,000	\$43,000
5355	AUTOMOTIVE FUEL	\$20,830	\$20,347	\$20,000	\$20,000	\$20,000
5410	MACH/EQUIP	\$8,658	\$8,240	\$15,000	\$15,000	\$15,000
5420	OFF EQUIP	\$0	\$0	\$500	\$0	\$0
5715	PROFESSIONAL DEV	\$450	\$1,000	\$1,000	\$500	\$500
5770	CUSTODIAL SERVICES	\$0	\$0	\$0	\$0	\$0
SUBTOTAL		\$348,457	\$373,839	\$395,000	\$417,600	\$417,600
011852 FACILITIES SERVICES REVENUES						
5811	FROM SALE OF SERVICE	-\$90,173	-\$114,966	-\$40,000	\$0	\$0
5802	AYF GIFT	-\$8,000	\$0	\$0	\$0	\$0
SUBTOTAL		-\$98,173	-\$114,966	-\$40,000	\$0	\$0
TOTAL FACILITIES SERVICES		\$904,072	\$953,813	\$1,059,899	\$1,159,504	\$1,159,504

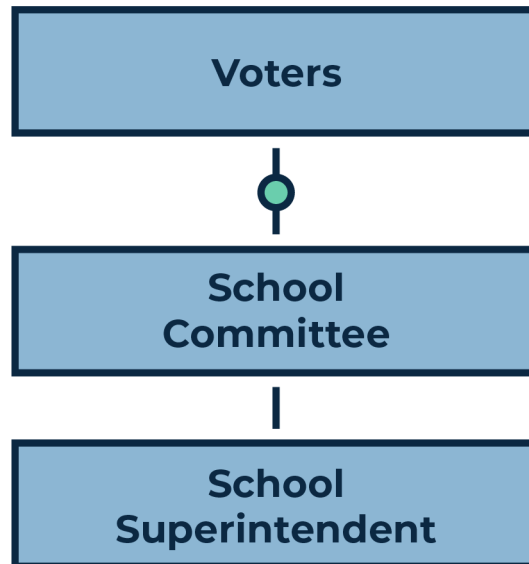
FACILITIES

FACILITIES TOWN BUILDING MAINTENANCE			FY2023	FY2024	FY2025	FY2026	FY2026
FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011881 T-BLDG MAINT SALARIES							
5110	REG WAGES		\$346,706	\$361,762	\$371,610	\$372,436	\$372,436
5120	OVERTIME		\$47,001	\$44,000	\$42,500	\$50,000	\$50,000
5130	PART TIME		\$17,094	\$25,127	\$29,927	\$28,000	\$28,000
5188	RETRO WAGES		\$5,406	\$0	\$0	\$0	\$0
SUBTOTAL			\$416,207	\$430,889	\$444,037	\$450,436	\$450,436
011882 T-BLDG MAINT EXPENSES							
5288	MAINT/REP INVENTORY		\$30,825	\$33,995	\$35,000	\$40,000	\$40,000
5294	CLOTHING ALLOWANCE		\$6,530	\$2,894	\$5,500	\$5,500	\$5,500
5295	OTHR SVCS		\$127,774	\$184,707	\$167,750	\$175,000	\$175,000
5340	REP/PARTS/BUILDINGS		-\$37	\$2,320	\$0	\$0	\$0
5350	REP/PARTS/SECURITY		\$77,193	\$113,532	\$80,000	\$82,500	\$82,500
5380	MIN APPARATUS/TOOLS		\$4,983	\$4,095	\$5,500	\$5,500	\$5,500
5394	SUPPLIES/BOOKS		\$108	\$0	\$0	\$0	\$0
5410	MACHINERY/EQUIP		\$0	\$0	\$1,500	\$1,500	\$1,500
5507	EMERGENCY WATER SYSTEM REPAIRS		\$34,800	\$0	\$0	\$0	\$0
5710	TRAVEL		\$363	\$4	\$500	\$500	\$500
5715	PROFESSIONAL DEV		\$993	\$714	\$1,000	\$1,000	\$1,000
5716	LICENSES & CONTINUING ED		\$3,489	\$1,788	\$2,500	\$2,500	\$2,500
5730	DUES/SUBSCRIPTIONS		\$0	\$0	\$500	\$0	\$0
SUBTOTAL			\$287,020	\$344,050	\$299,750	\$314,000	\$314,000
TOTAL TOWN BUILDING MAINTENANCE			\$703,228	\$774,939	\$743,787	\$764,436	\$764,436

FACILITIES TOWN MECHANICAL/ELECTRICAL			FY2023	FY2024	FY2025	FY2026	FY2026
FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011891 T-MECHANICAL/ELEC SALARIES							
5110	REG WAGES		\$598,078	\$657,448	\$717,418	\$727,650	\$727,650
5120	OVERTIME		\$112,491	\$80,163	\$68,000	\$85,000	\$75,000
5188	RETRO WAGES		\$7,313	\$0	\$0	\$0	\$0
SUBTOTAL			\$717,882	\$737,611	\$785,418	\$812,650	\$802,650
011892 T-MECHANICAL/ELEC EXPENSES							
5288	MAINT/REP INVENTORY		\$141,154	\$123,032	\$140,000	\$150,000	\$145,000
5291	RENT EQUIP		\$557	\$2,333	\$2,000	\$2,000	\$2,000
5294	CLOTHING ALLOWANCE		\$3,752	\$6,541	\$5,300	\$5,400	\$5,400
5295	OTHR SVCS		\$274,185	\$263,656	\$250,000	\$286,000	\$286,000
5350	OPER SUPP/EQUIP		\$157,351	\$174,014	\$175,000	\$175,000	\$175,000
5380	MIN APPARATUS/TOOLS		\$6,515	\$9,792	\$10,000	\$10,000	\$10,000
5410	MACHINERY/EQUIP		\$0	\$1,537	\$2,000	\$2,000	\$2,000
5710	TRAVEL		\$0	\$0	\$500	\$500	\$500
5715	PROFESSIONAL DEV		\$1,155	\$1,290	\$2,000	\$2,000	\$2,000
5716	LICENSES & CONTINUING ED		\$5,184	\$4,922	\$4,000	\$4,500	\$4,500
SUBTOTAL			\$589,854	\$587,117	\$590,800	\$637,400	\$632,400
TOTAL TOWN MECHANICAL/ELECT			\$1,307,736	\$1,324,728	\$1,376,218	\$1,450,050	\$1,435,050

STREET LIGHTING			FY2023	FY2024	FY2025	FY2026	FY2026
FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011922 STREET LIGHTING EXPENSES							
5211	ELECTRICITY		\$53,871	\$54,470	\$70,000	\$67,000	\$67,000
5289	MAINTENANCE		\$21,000	\$19,550	\$20,000	\$23,000	\$23,000
SUBTOTAL			\$74,871	\$74,021	\$90,000	\$90,000	\$90,000
TOTAL STREET LIGHTING			\$74,871	\$74,021	\$90,000	\$90,000	\$90,000

ANDOVER PUBLIC SCHOOLS



ANDOVER PUBLIC SCHOOLS

ANDOVER PUBLIC SCHOOLS		FY2023	FY2024	FY2025	FY2026	FY2026
SCHOOL		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013001	ANDOVER SCHOOL SALARIES					
5110	REGULAR WAGES	\$77,899,943	\$79,732,107	\$82,640,530	\$85,419,073	\$85,419,073
	SUBTOTAL	\$77,899,943	\$79,732,107	\$82,640,530	\$85,419,073	\$85,419,073
013002	ANDOVER SCHOOL EXPENSES					
5700	UNCLASSIFIED EXP	\$17,226,948	\$18,994,817	\$20,120,891	\$21,178,062	\$21,178,062
	SUBTOTAL	\$17,226,948	\$18,994,817	\$20,120,891	\$21,178,062	\$21,178,062
	TOTAL ANDOVER SCHOOL	\$95,126,891	\$98,726,924	\$102,761,421	\$106,597,135	\$106,597,135



SECTION 5

Fixed and Unclassified Expenses

TECHNICAL SCHOOLS / SOLID WASTE

Greater Lawrence Technical School & Essex North Shore Agricultural and Technical School

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

TECHNICAL SCHOOLS		FY2023	FY2024	FY2025	FY2026	FY2026
TECHNICAL SCHOOLS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013012	TECHNICAL SCHOOL EXPENSES					
5295	OTHER CHGS/SERVICES	\$1,199,085	\$1,253,767	\$1,351,587	\$1,392,135	\$1,392,135
TOTAL	SUBTOTAL	\$1,199,085	\$1,253,767	\$1,351,587	\$1,392,135	\$1,392,135
	TOTAL TECHNICAL SCHOOLS	\$1,199,085	\$1,253,767	\$1,351,587	\$1,392,135	\$1,392,135

Solid Waste

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

SOLID WASTE		FY2023	FY2024	FY2025	FY2026	FY2026
FIXED COSTS		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014341	SOLID WASTE SALARIES					
5110	REGULAR WAGES	\$0	\$194	\$70,966	\$100,941	\$100,941
5120	OVERTIME	\$7,974	\$6,736	\$9,396	\$9,396	\$9,396
	SUBTOTAL	\$7,974	\$6,929	\$80,362	\$110,337	\$110,337
014342	SOLID WASTE EXPENSES					
5295	SOLID WASTE & RECYCLING COLLECTION	\$2,755,053	\$2,719,079	\$2,885,000	\$2,792,278	\$2,792,278
5297	RECYCLING DISPOSAL	\$1,083,849	\$1,004,990	\$1,134,000	\$240,000	\$240,000
5277	SOLID WASTE DISPOSAL	\$0	\$0	\$0	\$1,125,685	\$1,125,685
5299	COMPOSTING PROGRAM	\$0	\$0	\$40,170	\$20,000	\$20,000
5328	MISCELLANEOUS DISPOSAL	\$0	\$0	\$0	\$15,000	\$15,000
5360	REPAIR PARTS/EQUIP	\$0	\$0	\$600	\$600	\$600
5730	DUES SUBSCRIPTIONS	\$150	\$0	\$0	\$0	\$0
	SUBTOTAL	\$3,839,052	\$3,724,069	\$4,059,770	\$4,193,563	\$4,193,563
	TOTAL SOLID WASTE	\$3,847,026	\$3,730,999	\$4,140,132	\$4,303,900	\$4,303,900

*Account titles changed to reflect new contract

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		FY2023	FY2024	FY2025	FY2026	FY2026
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017102	NON-EXEMPT DEBT SERVICE PRINCIPAL					
5736	REDEMPTION	\$0	\$1,420,000	\$0	\$0	\$0
5737	PENSION OBLIGATION PRINCIPAL	\$3,377,500	\$4,027,500	\$4,065,000	\$4,112,500	\$4,112,500
5741	SCHOOL LOANS	\$1,962,500	\$1,880,900	\$2,448,500	\$2,465,900	\$2,465,900
5744	STREET LOANS	\$229,300	\$234,300	\$444,300	\$544,300	\$544,300
5745	MUNICIPAL BLDGS LOANS	\$1,585,900	\$1,594,900	\$2,027,600	\$2,097,100	\$2,097,100
5746	PUBLIC SAFETY LOANS	\$195,000	\$200,500	\$245,000	\$225,000	\$225,000
5747	LAND ACQ LOANS	\$450,000	\$470,000	\$420,250	\$190,000	\$190,000
5749	OTHER MUN PURPOSES	\$141,064	\$141,739	\$494,825	\$513,134	\$513,134
	SUBTOTAL	\$7,941,264	\$9,969,839	\$10,145,475	\$10,147,934	\$10,147,934
017112	EXEMPT DEBT SERVICE PRINCIPAL					
5737	PENSION OBLIGATION PRINCIPAL	\$3,377,500	\$4,027,500	\$4,065,000	\$4,112,500	\$4,112,500
5741	SCHOOL LOANS	\$2,115,000	\$1,859,500	\$2,625,000	\$3,210,000	\$3,210,000
5746	PUBLIC SAFETY LOANS	\$23,300	\$23,400	\$18,400	\$18,400	\$18,400
	SUBTOTAL	\$5,515,800	\$5,910,400	\$6,708,400	\$7,340,900	\$7,340,900
	TOTAL DEBT PRINCIPAL	\$13,457,064	\$15,880,239	\$16,853,875	\$17,488,834	\$17,488,834
DEBT INTEREST		FY2023	FY2024	FY2025	FY2026	FY2026
DEBT SERVICE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017502	NON-EXEMPT DEBT SERVICE INTEREST					
5732	INT ON BANS NON-EXEMPT	\$127,303	\$134,998	\$260,000	\$80,200	\$80,200
5736	REDEMPTION	\$0	\$13,783	\$0	\$0	\$0
5737	PENSION OBLIGATION	\$2,285,145	\$1,633,898	\$1,597,953	\$1,548,735	\$1,548,735
5739	BOND ISSUE EXPENSE	\$753	\$16,706	\$105,000	\$70,000	\$70,000
5741	SCHOOL LOANS	\$716,948	\$596,616	\$972,347	\$1,095,222	\$1,095,222
5744	STREET LOANS	\$61,051	\$59,160	\$82,194	\$330,710	\$330,710
5745	MUNICIPAL BLDGS LOANS	\$1,200,199	\$1,115,141	\$1,217,294	\$1,494,355	\$1,494,355
5746	PUBLIC SAFETY LOANS	\$80,675	\$71,190	\$126,532	\$106,533	\$106,533
5747	LAND ACQ LOANS	\$185,633	\$145,273	\$126,443	\$94,831	\$94,831
5749	OTHER MUN PURPOSES	\$43,828	\$39,419	\$230,438	\$537,101	\$537,101
5972	TRANSFER TO CAPITAL	\$1,900,000	\$0	\$0	\$0	\$0
	SUBTOTAL	\$6,601,534	\$3,826,185	\$4,718,201	\$5,357,687	\$5,357,687
017512	EXEMPT DEBT SERVICE INTEREST					
5737	PENSION OBLIGATION	2,285,145	\$1,633,899	\$1,597,953	\$1,548,735	\$1,548,735
5741	SCHOOL LOANS	\$908,715	\$3,816,653	\$4,778,700	\$3,999,616	\$3,999,616
5746	PUBLIC SAFETY LOANS	\$5,838	\$4,720	\$3,700	\$2,780	\$2,780
	SUBTOTAL	\$3,199,698	\$5,455,272	\$6,380,353	\$5,551,131	\$5,551,131
	TOTAL DEBT INTEREST	\$9,801,232	\$9,281,457	\$11,098,554	\$10,908,818	\$10,908,818
	TOTAL DEBT SERVICE	\$23,258,296	\$25,161,696	\$27,952,429	\$28,397,652	\$28,397,652

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JULY 1, 2025									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2026	2027	2028	2029	2030	TOTAL ALL YEARS
EXEMPT DEBT									
SCHOOL									
BANCROFT FEASIBILITY	ART 59, 2009	12/22/11	162,000	5,971.88	5,837.51	5,693.76	5,543.76	5,393.76	38,762.55
MIDDLE/EL SCHOOL Refi NC	ART 9, 2000	12/19/12	1,500,000	142,800.00	-	-	-	-	142,800.00
BANCROFT SCHOOL	ART 3, 2012	12/19/12	14,000,000	873,250.00	845,250.00	817,250.00	796,250.00	775,250.00	6,321,875.00
BANCROFT SCHOOL	ART 3, 2012	3/6/14	13,055,000	845,812.50	826,312.50	806,812.50	787,312.50	767,000.00	6,881,875.00
BANCROFT SCHOOL	ART 1, 2013	3/6/14	2,435,000	156,150.00	152,550.00	148,950.00	145,350.00	141,600.00	1,270,500.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	100,000	6,562.50	6,412.50	6,262.50	6,112.50	5,962.50	58,750.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	779,000	51,687.50	50,487.50	49,287.50	48,087.50	46,887.50	438,500.00
BANCROFT SCHOOL	ART 3, 2010	12/15/16	967,000	68,700.00	66,700.00	64,950.00	63,450.00	61,950.00	684,425.00
WEST ELEMENTARY/SHAW SHEEN PRE-SCHOOL	ART 15 2021	12/16/21	6,695,000	319,331.26	316,706.26	318,706.26	320,206.26	316,331.26	8,577,728.35
WEST ELEMENTARY/SHAW SHEEN PRE-SCHOOL	ART 15, 2021	7/28/22	46,914,500	2,823,075.00	2,821,825.00	2,823,450.00	2,822,825.00	2,824,825.00	79,040,350.00
WEST ELEMENTARY/SHAW SHEEN PRE-SCHOOL	ART 15, 2021	12/14/23	32,435,000	1,916,275.00	1,918,275.00	1,918,775.00	1,917,775.00	1,920,150.00	55,624,900.00
TOTAL SCHOOL				7,209,615.64	7,010,356.27	6,960,137.52	6,912,912.52	6,865,350.02	159,080,465.90
PENSION OBLIGATION BONDS	ART 7, 2021	12/16/21	82,500,000	5,661,234.81	5,660,528.68	5,661,342.62	5,662,542.99	5,660,959.08	84,922,223.12
TOTAL PENSION OBLIGATION BONDS				5,661,234.81	5,660,528.68	5,661,342.62	5,662,542.99	5,660,959.08	84,922,223.12
PUBLIC SAFETY									
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	425,000	21,180.00	20,260.00	19,340.00	9,840.00	-	70,620.00
TOTAL PUBLIC SAFETY CENTER				21,180.00	20,260.00	19,340.00	9,840.00	-	70,620.00
TOTAL EXEMPT				12,892,030.45	12,691,144.95	12,640,820.14	12,585,295.51	12,526,309.10	244,073,309.02
PUBLIC SERVICE ENTERPRISES									
WATER DEBT									
WATER SYSTEM	ART 20, 2008	10/15/06	1,000,000	53,000.00	51,000.00	-	-	-	104,000.00
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	4,666,635	283,576.45	283,575.68	-	-	-	567,152.13
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	634,717	38,370.38	38,370.59	38,370.20	38,370.91	-	153,482.08
WATER SYSTEM	ART 20, 2003	12/1/07	1,472,000	77,218.75	74,331.25	71,443.75	-	-	222,993.75
WATER SYSTEM	ART 34, 2005	12/1/07	1,000,000	55,156.25	53,093.75	51,031.25	-	-	159,281.25
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	250,000	11,943.75	11,675.00	11,387.50	11,087.50	10,787.50	77,525.00
WATER MAINS	ART 31, 2010	12/19/12	500,000	31,187.50	30,187.50	29,187.50	28,437.50	27,687.50	225,781.26
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	500,000	32,531.26	31,781.26	31,031.26	30,281.26	29,500.00	264,687.54
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	1,439,000	91,087.50	88,987.50	86,887.50	84,787.50	82,600.00	741,125.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	1,000,000	65,062.50	63,562.50	62,062.50	60,562.50	59,000.00	529,375.00
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	1,375,800	142,940.00	133,620.00	-	-	-	276,560.00
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	1,308,000	106,675.00	102,425.00	99,025.00	96,475.00	93,925.00	765,000.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	464,300	37,650.00	36,150.00	34,950.00	34,050.00	33,150.00	270,000.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	276,800	24,350.00	23,350.00	22,550.00	17,025.00	16,575.00	150,875.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	464,300	37,650.00	36,150.00	34,950.00	34,050.00	33,150.00	270,000.00
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	93,500	6,275.00	6,025.00	5,825.00	5,675.00	5,525.00	45,000.00
WATER MAIN REPLACEMENT	ART 41, 2016	11/15/18	500,000	39,625.00	38,375.00	37,125.00	35,875.00	34,625.00	451,125.00
WATER MAIN REPLACEMENT	ART 27, 2017	11/15/18	1,500,000	118,875.00	115,125.00	111,375.00	107,625.00	103,875.00	1,353,375.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	11/15/18	200,000	19,725.00	18,975.00	18,225.00	17,475.00	11,850.00	129,450.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	11/15/18	90,000	6,925.00	6,675.00	6,425.00	6,175.00	5,925.00	53,725.00
WTP HEATING SYSTEM	ART 38, 2017	11/15/18	100,000	6,925.00	6,675.00	6,425.00	6,175.00	5,925.00	53,725.00
WATER MAIN REPLACEMENT	ART 41, 2016	12/18/19	500,000	36,781.26	35,531.26	34,281.26	33,031.26	31,906.26	453,328.23
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	597,000	44,000.00	42,500.00	41,000.00	39,500.00	38,150.00	537,000.00
WATER MAIN REPLACEMENT	ART 25, 2018	12/18/19	3,000,000	220,687.50	213,187.50	205,687.50	198,187.50	191,437.50	2,719,968.75
WATER MAIN REPLACEMENT	ART 29, 2019	12/18/19	2,000,000	147,125.00	142,125.00	137,125.00	132,125.00	127,125.00	1,813,312.50
WTP ELECTRICAL SUBSTATION REPLACEMENT	ART 27, 2018	12/17/20	1,306,400	95,775.00	92,525.00	89,275.00	86,025.00	82,775.00	1,236,900.00
WATER MAIN REPLACEMENT (MCWTF 0% INTEREST)	VARIOUS	12/16/21	4,791,300	133,407.00	133,607.00	133,808.00	134,009.00	134,210.00	3,534,461.00
WTP ELECTRICAL SUBSTATION	ART 27, 2018	12/16/21	3,500,000	268,625.00	259,875.00	251,125.00	242,375.00	233,625.00	3,626,000.00
WATER MAIN REPLACEMENT	ART 26, 2020	12/16/21	2,757,000	214,100.00	207,100.00	200,100.00	193,100.00	186,100.00	2,850,400.00
WATER MAIN REPLACEMENT	ART 23, 2021	12/16/21	3,000,000	230,250.00	222,750.00	215,250.00	207,750.00	200,250.00	3,108,000.00
WTP GENERATOR	ART 23, 2021	12/16/21	1,000,000	76,750.00	74,250.00	71,750.00	69,250.00	66,750.00	1,036,000.00
WATER MAIN REPLACEMENT	ART 23, 2021	7/28/22	485,000	45,725.00	44,475.00	43,225.00	41,975.00	40,725.00	618,325.00
WATER MAIN REPLACEMENT	ART 23, 2022	12/14/23	2,000,000	153,700.00	150,200.00	146,700.00	143,200.00	139,700.00	3,080,225.00
FISH BROOK INTAKE REPLACEMENT	ART 23, 2021	12/14/23	100,000	9,275.00	9,025.00	8,775.00	8,525.00	8,275.00	134,700.00
WATER TREATMENT PLANT GENERATOR	ART 23, 2021	12/14/23	380,000	36,300.00	35,300.00	34,300.00	33,300.00	32,300.00	505,200.00
WATER MAIN REPLACEMENT	ART 23, 2022	12/14/23	1,000,000	76,925.00	75,175.00	73,425.00	71,675.00	69,925.00	1,530,900.00
WATER MAIN/DISTRIBUTION IMPROVEMENTS	ART 23, 2021	12/14/23	1,000,000	92,750.00	90,250.00	87,750.00	85,250.00	82,750.00	1,347,000.00
WATER TREATMENT PLANT/SCADA SYSTEM UPGRADE	ART 23, 2023	12/14/23	600,000	55,650.00	54,150.00	52,650.00	51,150.00	49,650.00	808,200.00
WATER MAIN REPLACEMENT	ART 25, 2021	12/12/24	1,500,000	167,904.17	133,875.00	130,125.00	126,375.00	122,625.00	2,119,029.17
WATER MAIN REPLACEMENT	ART 23, 2022	12/12/24	2,100,000	235,065.83	187,425.00	182,175.00	176,925.00	171,675.00	2,966,640.83
WTP GENERATOR	ART 25, 2021	12/12/24	1,050,000	120,411.25	96,325.00	93,575.00	90,825.00	88,075.00	1,475,861.25
FISH BROOK INTAKE REPLACEMENT	ART 25, 2021	12/12/24	26,500	8,284.51	5,875.00	5,625.00	5,375.00	5,125.00	30,284.51
WTP SCADA SYSTEM UPGRADES	ART 21, 2023	12/12/24	1,900,000	212,678.61	169,575.00	164,825.00	160,075.00	155,325.00	2,684,103.61
WATER MAINS	ART 26, 2024	12/12/24	6,000,000	671,616.67	535,500.00	520,500.00	505,500.00	490,500.00	8,476,116.67
TOTAL WATER				4,640,536.14	4,260,710.79	3,681,328.22	3,449,629.93	3,303,578.76	53,556,194.53
SEWER DEBT									
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	10/15/06	1,000,000	53,000.00	51,000.00	-	-	-	104,000.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	10/15/06	4,002,000	212,000.00	204,000.00	-	-	-	416,000.00
SEWER SO MAIN ST (Betterment)	ART 35, 2004	12/1/07	1,225,000	66,187.50	63,712.50	61,237.50	-	-	191,137.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/1/07	4,458,000	246,759.36	237,478.11	193,918.74	-	-	678,156.21
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	12/1/07	500,000	27,578.13	26,546.88	25,515.63	-	-	79,640.64
SEWER	ART 33, 2006	3/15/09	350,000	15,025.00	14,287.58	13,652.50	13,017.50	-	55,982.58
SEWER SHAW SHEEN OUTFALL	ART 33, 2008	3/15/09	1,500,000	74,115.00	71,355.00	68,867.50	64,882.50	-	279,220.00
SEWER - DASCOMB ROAD (Betterment)	ART 36, 2007	3/15/09	200,000	9,987.50	9,562.50	9,137.50	8,712.50	-	37,400.00
SEWER KIRKLAND ROAD (Betterment)	ART 41, 2007	3/15/09	250,000	9,987.50	9,562.50	9,137.50	8,712.50	-	37,400.00
SEWER SAWSHEEN PUMP STATION	ART 64, 2007	3/15/09	200,000	9,987.50	9,562.50	9,137.50	8,712.50	-	37,400.00
SEWER SHAW SHEEN OUTFALL	ART 33, 2008	2/24/11	300,000	18,731.26	18,131.26	17,531.26	16,931.26	16,312.50	103,293.80
SEWER	ART 46, 2010	12/22/11	225,000	11,943.75	11,675.00	11,387.50	11,087.50	10,787.50	77,525.00
SEWER MAINS	ART 51, 2001	2/24/11	200,000	12,487.50	12,087.50	11,687.50	11,287.50	10,875.00	68,862.50
SHAW SHEEN PUMPING STATION	ART 64, 2007	12/19/12	200,000	12,475.00	12,075.00	11,675.00	11,375.00	11,075.00	90,312.50
REPAIR SANITARY SEWER	ART 33, 2006	12/19/12	150,000	6,237.50	6,037.50	5,837.50	5,637.50	5,437.50	45,156.26
SEWER MAIN CONSTRUCTION	ART 51, 2008	12/19/12	300,000	18,712.50	18,112.50	17,512.50	17,062.50	16,612.50	135,468.76
SEWER MAIN CONSTRUCTION	ART 32, 2010	12/19/12	500,000	31,187.50	30,187.50	29,187.50	28,437.50	27,687.50	225,781.26
SHAW SHEEN PUMPING STATION	ART 32, 2022	12/14/23	180,000						

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JULY 1, 2025									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2026	2027	2028	2029	2030	TOTAL ALL YEARS
GENERAL FUND NON-EXEMPT									
SCHOOL DEBT									
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12	480,000	45,900.00	-	-	-	-	45,900.00
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	200,000	10,200.00	-	-	-	-	10,200.00
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	965,000	43,762.50	41,817.50	39,872.50	-	-	125,452.50
SCHOOL ROOF	ART 17, 2007	3/15/09	1,480,000	77,725.00	74,225.00	50,737.50	-	-	202,687.50
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	465,000	24,240.00	18,167.50	17,322.50	-	-	59,730.00
SCHOOL REMODELING	ART 28, 2007	2/24/11	300,000	18,075.00	17,475.00	16,875.00	16,275.00	15,656.25	84,356.25
SCHOOL REPAIRS	ART 27, 2008	2/24/11	810,000	48,200.00	46,800.00	45,000.00	43,400.00	41,750.00	224,950.00
SCHOOL REPAIRS	ART 56, 2009	2/24/11	850,000	54,006.26	52,206.26	50,406.26	48,606.26	41,750.00	246,975.04
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	2,000,000	124,875.00	120,875.00	116,875.00	112,875.00	108,750.00	688,625.00
SCHOOL REMODELING	ART 16, 2011	12/22/11	925,000	53,746.88	52,537.51	51,243.76	49,893.76	48,543.76	348,862.55
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	655,000	35,831.25	35,025.00	34,162.50	33,262.50	32,362.50	232,575.00
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	525,000	29,859.38	29,187.51	28,468.76	27,718.76	26,968.76	193,812.55
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	650,000	37,462.50	36,262.50	35,062.50	33,862.50	32,625.00	206,587.50
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	1,000,000	72,150.00	69,550.00	66,950.00	-	-	208,650.00
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	530,000	31,187.50	30,187.50	29,187.50	28,437.50	27,687.50	225,781.26
BANCROFT SCHOOL	ART 1, 2013	3/6/14	927,000	58,556.26	57,206.26	55,856.26	54,506.26	53,100.00	476,437.54
SCHOOL REPAIRS	ART 36, 2013	3/6/14	900,000	58,556.26	57,206.26	55,856.26	54,506.26	53,100.00	476,437.54
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	2,400,000	156,150.00	152,550.00	148,950.00	145,350.00	141,600.00	1,270,500.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	1,250,000	89,700.00	87,300.00	84,900.00	82,500.00	80,100.00	344,400.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	1,500,000	115,000.00	112,000.00	109,000.00	106,000.00	103,000.00	545,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	285,000	19,200.00	18,750.00	18,300.00	17,850.00	17,400.00	158,662.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	432,500	42,300.00	38,250.00	-	-	-	80,550.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	475,000	47,700.00	45,900.00	-	-	-	93,600.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	475,000	47,700.00	45,900.00	-	-	-	93,600.00
COLLINS CENTER FAÇADE	ART 29, 2016	12/15/17	1,700,000	119,225.00	114,975.00	111,575.00	109,025.00	106,475.00	1,302,075.00
HIGH PLAIN WOODHILL AC UPGRADE	ART 45, 2017	12/15/17	449,100	49,575.00	47,325.00	45,000.00	-	-	137,500.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	360,000	38,675.00	36,925.00	35,525.00	-	-	111,125.00
COLLINS CENTER FAÇADE	ART 29, 2016	11/15/18	300,000	23,775.00	23,025.00	22,275.00	21,525.00	20,775.00	270,675.00
HIGH PLAIN WOODHILL AC UPGRADE	ART 45, 2017	11/15/18	275,000	29,375.00	28,125.00	26,875.00	25,625.00	-	110,000.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	11/15/18	370,000	41,125.00	39,375.00	37,625.00	35,875.00	-	154,000.00
MAJOR SCHOOL PROJECTS	ART 36, 2018	11/15/18	722,000	67,950.00	65,450.00	62,950.00	55,575.00	53,325.00	499,650.00
SCHOOL IMPROVEMNTS - SANBORN ELEMENTARY	ART 39, 2015	12/18/19	319,000	36,450.00	34,950.00	33,450.00	31,950.00	30,600.00	167,400.00
MAJOR SCHOOL PROJECTS	ART 28, 2019	12/17/20	600,000	55,000.00	53,000.00	51,000.00	49,000.00	47,000.00	511,200.00
MAJOR SCHOOL PROJECTS	ART 22, 2020	12/16/21	1,978,000	158,675.00	153,425.00	148,175.00	142,925.00	137,675.00	2,010,350.00
MAJOR SCHOOL PROJECTS	ART 38, 2019	12/16/21	180,000	25,350.00	24,350.00	23,350.00	22,350.00	21,350.00	138,525.00
MAJOR SCHOOL PROJECTS	ART 23, 2021	12/16/21	1,850,000	144,725.00	139,975.00	135,225.00	130,475.00	125,725.00	1,905,600.00
WEST MIDDLE SCHOOL BUILDING IMPROVEMENTS	ART 22, 2022	12/14/23	250,000	25,675.00	24,925.00	24,175.00	23,425.00	22,675.00	324,525.00
DOHERTY MIDDLE SCHOOL DESIGN & CONSTRUCTION	ART 18, 2022	12/14/23	5,110,000	478,150.00	460,275.00	442,525.00	424,775.00	407,025.00	6,874,825.00
HIGH SCHOOL HEATER & BOILER	ART 19, 2023	12/14/23	150,000	16,400.00	15,900.00	15,400.00	14,900.00	14,400.00	189,825.00
BANCROFT TURF FIELD	ART 19, 2023	12/14/23	600,000	66,200.00	64,200.00	62,200.00	60,200.00	58,200.00	745,600.00
WEST MIDDLE SCHOOL EXTERIOR MASONRY	ART 19, 2023	12/14/23	150,000	16,400.00	15,900.00	15,400.00	14,900.00	14,400.00	189,825.00
HIGH SCHOOL FIELD HOUSE ROOF	ART 19, 2023	12/14/23	100,000	14,250.00	13,750.00	13,250.00	12,750.00	12,250.00	110,250.00
SOUTH ELEMENTARY MASONRY CLEANING	ART 19, 2023	12/14/23	107,500	14,250.00	13,750.00	13,250.00	12,750.00	12,250.00	110,250.00
DOHERTY MIDDLE SCHOOL WINDOW REPLACEMENTS	ART 19, 2023	12/14/23	350,000	34,950.00	33,950.00	32,950.00	31,950.00	30,950.00	459,225.00
MAJOR SCHOOL PROJECTS	ART 23, 2021	12/14/24	200,000	22,387.22	17,850.00	17,350.00	16,850.00	16,350.00	282,537.22
MAJOR SCHOOL PROJECTS	ART 23, 2021	12/14/24	300,000	33,580.83	26,775.00	26,025.00	25,275.00	24,525.00	423,805.83
MAJOR SCHOOL PROJECTS	ART 23, 2021	12/14/24	200,000	33,312.78	23,025.00	22,275.00	21,525.00	20,775.00	261,312.78
MAJOR SCHOOL PROJECTS	ART 23, 2021	12/14/24	75,000	9,944.58	8,075.00	7,825.00	7,575.00	7,325.00	101,144.58
MAJOR SCHOOL PROJECTS	ART 23, 2021	12/14/24	200,000	33,312.78	23,025.00	22,275.00	21,525.00	20,775.00	261,312.78
DOHERTY MIDDLE SCHOOL	ART 18, 2022	12/14/24	2,890,000	324,173.89	258,525.00	251,275.00	244,025.00	236,775.00	4,080,948.89
MAJOR SCHOOL PROJECTS	ART 24, 2024	12/14/24	550,000	81,933.61	67,525.00	65,275.00	63,025.00	60,775.00	718,058.61
MAJOR SCHOOL PROJECTS	ART 24, 2024	12/14/24	150,000	24,911.11	20,875.00	15,250.00	14,750.00	14,250.00	197,036.11
MAJOR SCHOOL PROJECTS	ART 24, 2024	12/14/24	350,000	42,055.97	33,850.00	32,850.00	31,850.00	30,850.00	486,980.97
MAJOR SCHOOL PROJECTS	ART 24, 2024	12/14/24	400,000	44,774.44	35,700.00	34,700.00	33,700.00	32,700.00	565,074.44
MAJOR SCHOOL PROJECTS	ART 24, 2024	12/14/24	100,000	11,193.61	8,925.00	8,675.00	8,425.00	8,175.00	141,268.61
MAJOR SCHOOL PROJECTS	ART 24, 2024	12/14/24	150,000	19,668.75	16,000.00	15,500.00	15,000.00	14,500.00	204,443.75
MAJOR SCHOOL PROJECTS	ART 24, 2024	12/14/24	300,000	33,580.83	26,775.00	26,025.00	25,275.00	24,525.00	423,805.83
MAJOR SCHOOL PROJECTS	ART 24, 2024	12/14/24	200,000	28,364.31	23,225.00	22,475.00	21,725.00	20,975.00	265,464.31
MAJOR SCHOOL PROJECTS	ART 24, 2024	12/14/24	150,000	19,668.75	16,000.00	15,500.00	15,000.00	14,500.00	204,443.75
TOTAL SCHOOL				3,561,122.25	3,248,878.80	2,991,076.30	2,645,668.80	2,417,518.78	31,582,596.20

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS										
DETAIL DEBT SCHEDULE BY FISCAL YEAR										
AS OF JULY 1, 2025										
PRINCIPAL & INTEREST										
			LOAN	TOTAL					TOTAL	
	ISSUE	ARTICLE	DATE	LOAN	2026	2027	2028	2029	2030	ALL YEARS
GENERAL FUND NON-EXEMPT										
STREET										
	BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	250,000	10,200.00	-	-	-	-	10,200.00
	STORM DRAINS	ART 50, 2008	3/15/09	100,000	5,037.50	4,725.00	4,515.00	4,305.00	-	18,582.50
	BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	100,000	6,025.00	5,825.00	5,625.00	5,425.00	5,218.76	28,118.76
	BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	400,000	24,318.76	23,518.76	22,718.76	21,918.76	21,093.76	118,787.56
	BRIDGE REPAIR	ART 24, 2011	12/22/11	100,000	5,971.88	5,837.51	5,693.76	5,543.76	5,393.76	38,762.55
	PARKING LOT	ART 25, 2011	12/22/11	85,000	5,203.13	5,068.75	-	-	-	10,271.88
	DRAINAGE	ART 33, 2011	12/22/11	200,000	11,943.75	11,675.00	11,387.50	11,087.50	10,787.50	77,525.00
	SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	280,000	17,887.50	17,287.50	11,687.50	11,287.50	10,875.00	79,462.50
	BRIDGE REPAIR	ART 32, 2008	12/19/12	200,000	12,475.00	12,075.00	11,675.00	11,375.00	11,075.00	90,312.50
	STORM DRAINAGE	ART 33, 2011	12/19/12	100,000	6,237.50	6,037.50	5,837.50	5,687.50	5,537.50	45,156.26
	HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	1,100,000	68,987.50	66,587.50	29,187.50	28,437.50	27,687.50	299,981.26
	MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	285,400	26,336.00	21,318.00	-	-	-	47,654.00
	ENMORE STREET RECONSTRUCTION	ART 29, 2017	11/15/18	300,000	35,250.00	33,750.00	32,250.00	30,750.00	-	132,000.00
	MINOR STORM DRAIN REPAIRS	ART 48, 2018	12/17/20	100,000	12,550.00	12,050.00	11,550.00	11,050.00	10,550.00	67,900.00
	MINOR STORM DRAIN REPAIRS	ART 22, 2020	7/28/22	100,000	13,750.00	13,250.00	12,750.00	12,250.00	11,750.00	96,000.00
	TOWN BRIDGE REPAIR	ART 40, 2019	12/14/23	100,000	14,200.00	13,700.00	13,200.00	12,700.00	12,200.00	113,625.00
	PARKING & HARDSCAPE IMPROVEMENTS	ART 41, 2019	12/14/23	400,000	47,250.00	45,750.00	44,250.00	42,750.00	36,375.00	488,000.00
	TOWN BRIDGE MAINTENANCE	ART 40, 2019	12/14/24	400,000	44,774.44	35,700.00	34,700.00	33,700.00	32,700.00	565,074.44
	SIDEWALK PROGRAM	ART 22, 2020	12/14/24	300,000	45,241.11	37,325.00	36,075.00	34,825.00	33,575.00	390,366.11
	SIDEWALK PROGRAM	ART 22, 2020	12/14/24	650,000	88,031.81	71,675.00	69,425.00	67,175.00	64,925.00	872,331.81
	SIDEWALK PROGRAM	ART 23, 2021	12/14/24	500,000	73,678.89	60,600.00	58,600.00	56,600.00	54,600.00	653,678.89
	SIDEWALK PROGRAM	ART 23, 2021	12/14/24	450,000	59,667.50	48,450.00	46,950.00	45,450.00	43,950.00	608,867.50
	HISTORIC MILL DISTRICT CIRCULATION & STREETS	ART 23, 2021	12/14/24	150,000	19,889.17	16,150.00	15,650.00	15,150.00	14,650.00	202,289.17
	SIDEWALK PROGRAM	ART 21, 2022	12/14/24	850,000	116,102.22	94,700.00	91,700.00	88,700.00	85,700.00	1,141,302.22
	MINOR STORM DRAINAGE IMPROVEMENTS	ART 24, 2024	12/14/24	650,000	75,636.81	60,625.00	58,875.00	57,125.00	55,375.00	910,786.81
	TOWN BRIDGE EVALUATION & MAINTENANCE	ART 24, 2024	12/14/24	200,000	28,364.31	23,225.00	22,475.00	21,725.00	20,975.00	265,464.31
	TOTAL STREET				875,009.78	746,905.52	656,777.52	635,017.52	574,993.78	7,370,501.03

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JULY 1, 2025									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2026	2027	2028	2029	2030	TOTAL ALL YEARS
GENERAL FUND NON-EXEMPT									
MUNICIPAL FACILITIES									
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	255,000	9,777.50	9,245.00	8,815.00	-	-	27,837.50
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	290,000	14,882.50	14,227.50	8,600.00	8,200.00	-	45,910.00
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	75,000	3,792.50	3,627.50	3,365.00	1,742.50	-	12,527.50
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	650,000	41,550.00	40,150.00	33,750.00	32,550.00	31,312.50	179,312.50
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	163,000	5,971.88	5,837.51	5,693.76	5,543.76	5,393.76	38,762.55
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	500,000	29,659.38	29,187.51	28,468.76	27,718.76	26,968.76	193,812.55
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	100,000	5,971.88	5,837.51	5,693.76	5,543.76	5,393.76	38,762.55
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	325,000	20,812.50	20,275.00	-	-	-	41,087.50
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	200,000	11,100.00	10,700.00	10,300.00	-	-	32,100.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	200,000	10,800.00	10,400.00	-	-	-	21,200.00
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	400,000	27,750.00	26,750.00	25,750.00	-	-	80,250.00
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	125,000	5,550.00	5,350.00	5,150.00	-	-	16,050.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	2,000,000	130,125.00	127,125.00	124,125.00	121,125.00	118,000.00	1,058,750.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	300,000	22,425.00	21,825.00	21,225.00	20,625.00	-	86,100.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	387,600	37,004.00	33,252.00	-	-	-	70,256.00
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	1,153,400	91,500.00	88,500.00	85,875.00	83,625.00	81,375.00	586,125.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	333,000	31,720.00	28,560.00	-	-	-	60,280.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	12/15/17	315,250	33,000.00	31,500.00	25,375.00	-	-	89,875.00
MEMORIAL PLAYSTEAD PLAYGROUND	ART 57, 2016	12/15/17	108,650	10,900.00	10,400.00	5,075.00	-	-	26,375.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	8,868,000	473,225.00	476,600.00	471,925.00	474,425.00	476,625.00	10,905,617.00
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	288,300	27,625.00	26,375.00	25,375.00	-	-	79,375.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	270,800	27,625.00	26,375.00	25,375.00	-	-	79,375.00
SAFETY & COMMUNICATIONS UPGRADE PHASE II	ART 46, 2017	11/15/18	300,000	33,750.00	32,250.00	30,750.00	-	-	96,750.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	11/15/18	5,000,000	298,375.00	302,375.00	301,000.00	299,375.00	297,500.00	6,899,225.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	11/15/18	3,000,000	175,425.00	177,050.00	178,425.00	174,675.00	175,800.00	4,229,075.00
TOWN BUILDING PROJECTS	ART 34, 2018	11/15/18	775,000	69,250.00	66,750.00	64,250.00	61,750.00	59,250.00	537,250.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	11/15/18	173,000	17,625.00	16,875.00	16,125.00	15,375.00	-	66,000.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	11/15/18	226,575	20,575.00	14,950.00	14,450.00	13,950.00	13,450.00	170,175.00
PUBLIC WORKS SIDEWALK PLOW & DUMP TRUCK	ART 41, 2017	11/15/18	78,425	5,625.00	5,375.00	5,125.00	-	-	16,125.00
PUBLIC WORKS VEHICLES	ART 41, 2017	11/15/18	145,000	17,375.00	16,625.00	15,875.00	10,250.00	-	60,125.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/18/19	500,000	28,775.00	28,025.00	27,275.00	26,525.00	25,800.00	629,868.76
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	120,000	12,150.00	11,650.00	11,150.00	10,650.00	10,200.00	55,800.00
PUBLIC WORKS VEHICLES	ART 32, 2018	12/18/19	420,000	48,600.00	46,600.00	44,600.00	42,600.00	40,800.00	223,200.00
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/18/19	2,000,000	104,525.00	102,025.00	99,525.00	101,900.00	104,325.00	5,466,918.76
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/18/19	1,000,000	52,281.26	51,031.26	49,781.26	53,406.26	52,056.26	1,270,584.49
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/18/19	200,000	24,300.00	23,300.00	22,300.00	21,300.00	20,400.00	111,600.00
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	1,247,000	58,837.50	57,337.50	60,712.50	58,962.50	62,087.50	1,494,425.01
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	2,753,000	128,631.26	130,256.26	126,756.26	128,131.26	129,256.26	3,348,853.35
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	680,000	30,875.00	30,000.00	34,000.00	33,000.00	32,000.00	81,750.00
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	320,000	17,643.76	17,143.76	16,643.76	16,143.76	15,643.76	393,103.36
MAJOR TOWN BUILDING PROJECTS	ART 36, 2019	12/17/20	81,600	11,650.00	11,150.00	5,775.00	5,525.00	5,275.00	44,450.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/17/20	210,000	25,100.00	24,100.00	23,100.00	22,100.00	21,100.00	135,800.00
PUBLIC WORKS VEHICLES	ART 22, 2020	12/17/20	580,000	74,400.00	71,400.00	63,525.00	60,775.00	58,025.00	383,950.00
BALLARDALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/16/21	1,000,000	50,337.50	49,087.50	47,837.50	46,587.50	50,212.50	1,264,987.51
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/16/21	500,000	22,556.26	22,256.26	26,631.26	25,881.26	25,131.26	636,003.37
TOWN & SCHOOL ENERGY INITIATIVES	ART 23, 2021	12/16/21	200,000	26,300.00	25,300.00	24,300.00	23,300.00	22,300.00	163,200.00
LIBRARY MAKERSPACE RENOVATION	ART 23, 2021	12/16/21	225,000	31,675.00	30,425.00	24,300.00	23,300.00	22,300.00	173,700.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 22, 2020	7/28/22	50,000	6,875.00	6,625.00	6,375.00	6,125.00	5,875.00	48,000.00
BALLARDALE FIRE STATION PARKING LOT	ART 21, 2022	12/14/23	375,000	46,250.00	44,750.00	43,250.00	41,750.00	35,375.00	449,500.00
TOWN OFFICES RENOVATIONS	ART 21, 2022	12/14/23	200,000	18,550.00	18,050.00	17,550.00	17,050.00	16,550.00	269,400.00
PUBLIC SAFETY CENTER/EPOXY REPLACEMENT	ART 21, 2022	12/14/23	75,000	13,000.00	12,500.00	12,000.00	11,500.00	11,000.00	76,125.00
TOWN PARKS & PLAYGROUND IMPROVEMENTS	ART 21, 2022	12/14/23	250,000	30,850.00	29,850.00	28,850.00	27,850.00	26,850.00	297,625.00
MAJOR TOWN PROJECTS	ART 22, 2020	12/14/23	225,000	24,425.00	23,675.00	22,925.00	22,175.00	16,550.00	291,400.00
IT INFRASTRUCTURE	ART 19, 2023	12/14/23	102,500	14,250.00	13,750.00	13,250.00	12,750.00	12,250.00	110,250.00
TOWN PARKS & PLAYGROUND IMPROVEMENTS	ART 19, 2023	12/14/23	380,000	41,375.00	40,125.00	38,875.00	37,625.00	36,375.00	466,000.00
MEMORIAL HALL LIBRARY CABINETS & FLOORS	ART 19, 2023	12/14/23	150,000	21,375.00	20,625.00	19,875.00	19,125.00	18,375.00	165,375.00
OLD TOWN HALL RENOVATIONS	ART 19, 2023	12/14/23	200,000	18,550.00	18,050.00	17,550.00	17,050.00	16,550.00	269,400.00
TOWN OFFICES RENOVATIONS	ART 19, 2023	12/14/23	50,000	7,125.00	6,875.00	6,625.00	6,375.00	6,125.00	55,125.00
WEST FIRE STATION BUILDING	ART 19, 2023	12/14/23	200,000	18,550.00	18,050.00	17,550.00	17,050.00	16,550.00	269,400.00
WEST FIRE STATION WALKWAYS & LANDSCAPING	ART 19, 2023	12/14/23	75,000	8,275.00	8,025.00	7,775.00	7,525.00	7,275.00	93,200.00
MEMORIAL HALL LIBRARY CARPETS	ART 19, 2023	12/14/23	100,000	14,150.00	13,650.00	13,150.00	12,650.00	7,275.00	115,200.00
WEST FIRE STATION EPOXY REPLACEMENT	ART 19, 2023	12/14/23	75,000	13,000.00	12,500.00	12,000.00	11,500.00	6,125.00	77,125.00
MEMORIAL HALL LIBRARY LED LIGHTING	ART 19, 2023	12/14/23	120,000	14,900.00	14,400.00	13,900.00	8,525.00	8,275.00	150,825.00
MAJOR TOWN PROJECTS	ART 24, 2024	12/14/24	500,000	55,968.00	44,625.00	43,375.00	42,125.00	40,875.00	706,343.06
TOWN & SCHOOL ENERGY EFFICIENCIES	ART 22, 2020	12/14/24	150,000	19,815.69	16,100.00	15,600.00	15,100.00	14,600.00	203,190.69
TOWN & SCHOOL ENERGY EFFICIENCIES	ART 23, 2021	12/14/24	330,000	41,321.25	33,350.00	32,350.00	31,350.00	30,350.00	454,046.25
MAJOR TOWN BUILDINGS	ART 23, 2021	12/14/24	305,000	38,823.19	26,775.00	26,025.00	25,275.00	24,525.00	429,048.19
TOWN PARKS & PAYGROUND	ART 21, 2022	12/14/24	300,000	45,241.11	37,325.00	36,075.00	34,825.00	33,575.00	390,366.11
MAJOR TOWN PROJECTS	ART 21, 2022	12/14/24	125,000	18,419.72	15,150.00	14,650.00	14,150.00	13,650.00	360,669.72
MAJOR TOWN PROJECTS	ART 21, 2022	12/14/24	600,000	67,161.67	53,550.00	52,050.00	50,550.00	49,050.00	847,611.67
MAJOR TOWN PROJECTS	ART 21, 2022	12/14/24	75,000	14,966.53	12,800.00	7,425.00	7,175.00	6,925.00	96,091.53
PUBLIC WORKS VEHICLES	ART 21, 2022	12/14/24	400,000	73,263.89	61,625.00	59,375.00	57,125.00	54,875.00	498,388.89
IT INFRASTRUCTURE	ART 24, 2024	12/14/24	350,000	59,325.97	49,525.00	47,775.00	46,025.00	44,275.00	442,225.97
PUBLIC WORKS VEHICLES	ART 24, 2024	12/14/24	560,000	98,836.25	82,950.00	75,075.00	72,325.00	69,575.00	705,661.25
TOWN AND SCHOOL SECURITY PROJECTS	ART 24, 2024	12/14/24	130,000	38,801.39	29,375.00	28,125.00	26,875.00	25,625.00	148,801.39
TOWN PARKS & PAYGROUND	ART 24, 2024	12/14/24	250,000	36,545.56	30,100.00	29,100.00	28,100.00	27,100.00	332,145.56
MAJOR TOWN PROJECTS	ART 24, 2024	12/14/24	75,000	9,944.58	8,075.00	7,825.00	7,575.00	7,325.00	186,044.58
MAJOR TOWN PROJECTS	ART 24, 2024	12/14/24	2,000	2,096.94	-	-	-	-	2,096.94
MAJOR TOWN PROJECTS	ART 24, 2024	12/14/24	75,000	9,944.58	8,075.00	7,825.00	7,575.00	7,325.00	101,144.58
MAJOR TOWN PROJECTS	ART 24, 2024	12/14/24	350,000	42,055.97	33,850.00	32,850.00	31,850.00	30,850.00	486,980.97</

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JULY 1, 2025									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	LOAN DATE	TOTAL LOAN	2026	2027	2028	2029	2030	TOTAL ALL YEARS
GENERAL FUND NON-EXEMPT									
PUBLIC SAFETY									
FIRE APPARATUS REPLACEMENT AMBULANCE	ART 42, 2017	11/15/18	270,000	33,750.00	32,250.00	30,750.00	-	-	96,750.00
FIRE LADDER TRUCK	ART 33, 2018	11/15/18	1,100,000	87,175.00	84,425.00	81,675.00	78,925.00	76,175.00	992,475.00
FIRE APPARATUS REPLACEMENT	ART 22, 2020	12/17/20	700,000	67,000.00	59,625.00	57,375.00	55,125.00	52,875.00	580,225.00
FIRE RESCUE VEHICLES	ART 19, 2023	12/14/23	975,000	91,750.00	89,250.00	86,750.00	84,250.00	81,750.00	1,305,500.00
RADIO BOX REPEATER SYSTEM	ART 24, 2024	12/12/24	130,000	38,801.39	29,375.00	28,125.00	26,875.00	25,625.00	148,801.39
THERMAL IMAGING CAMERA REPLACEMENT	ART 24, 2024	12/12/24	45,000	13,056.25	11,500.00	11,000.00	10,500.00	5,125.00	51,181.25
TOTAL PUBLIC SAFETY				331,532.64	306,425.00	295,675.00	255,675.00	241,550.00	3,174,932.64
LAND ACQUISITION									
LAND ACQUISITION	ART 12, 2001	10/15/06	1,100,000	56,100.00	-	-	-	-	56,100.00
LAND ACQUISITION	ART 12, 2001	2/24/11	100,000	6,025.00	5,825.00	5,625.00	5,425.00	5,218.76	28,118.76
LAND ACQUISITION FOSTERS POND	ART 55, 2010	2/24/11	220,000	12,487.50	12,087.50	11,687.50	11,287.50	10,875.00	68,862.50
LAND ACQUISITION BLANCHARD ST	ART B1, 2011	2/24/11	290,000	18,293.76	17,693.76	17,093.76	16,493.76	10,875.00	90,887.54
LAND ACQUISITION CHANDLER RD	ART 33, 2013	3/6/14	775,000	51,150.00	49,950.00	48,750.00	47,550.00	41,300.00	392,087.50
CHANDLER ROAD LAND ACQUISITION	ART 35, 2021	12/16/21	3,000,000	140,775.00	142,400.00	143,775.00	140,025.00	141,150.00	3,841,612.52
TOTAL LAND ACQUISITION				284,831.26	227,956.26	226,931.26	220,781.26	209,418.76	4,477,668.82
LANDFILL CLOSURE									
LANDFILL CLOSURE	ART 44, 1999	10/15/06	500,000	25,500.00	-	-	-	-	25,500.00
LANDFILL	ART 44, 1999	12/22/11	300,000	17,915.63	17,512.51	17,081.26	16,631.26	16,181.26	116,287.55
LANDFILL	ART 44, 1999	12/22/11	300,000	17,915.63	17,512.51	17,081.26	16,631.26	16,181.26	116,287.55
LANDFILL	ART 44, 1999	12/22/11	100,000	5,971.88	5,837.51	5,693.76	5,543.76	5,393.76	38,762.55
LANDFILL	ART 44, 1999	12/22/11	100,000	5,971.88	5,837.51	5,693.76	5,543.76	5,393.76	38,762.55
LANDFILL	ART 44, 1999	3/6/14	200,000	13,012.50	12,712.50	12,412.50	12,112.50	11,800.00	105,875.00
CLOSING LANDFILL	ART 44, 1999	6/19/15	700,000	45,937.50	44,887.50	43,837.50	42,787.50	41,737.50	411,250.00
LANDFILL (MCWT)	ART 31, 2008	2/11/16	675,000	41,269.56	41,326.88	41,385.80	41,445.00	41,507.18	457,338.98
LEDGE ROAD LANDFILL CLOSURE	ART 31, 2008	12/14/23	3,000,000	246,600.00	240,600.00	234,600.00	228,600.00	222,600.00	4,348,800.00
LEDGE ROAD LANDFILL CLOSURE	ART 31, 2008	12/12/24	3,695,000	376,879.31	295,700.00	288,200.00	280,700.00	273,200.00	5,581,054.31
LEDGE ROAD LANDFILL	ART 25, 2023	12/12/24	2,500,000	253,261.11	198,500.00	193,500.00	188,500.00	183,500.00	3,784,761.11
TOTAL LANDFILL				1,050,235.00	880,426.92	859,485.84	838,495.04	817,494.72	15,024,679.60
TOTAL GENERAL FUND NON-EXEMPT				15,253,117.35	14,373,683.25	13,788,562.36	13,119,366.93	12,666,841.44	196,111,033.60
GRAND TOTAL				34,006,594.56	32,448,162.82	30,914,383.84	29,659,448.63	28,885,866.80	501,237,407.28

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		FY2023	FY2024	FY2025	FY2026	FY2026
INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019452	GENERAL INSURANCE					
5202	COMPREHENSIVE INS	\$669,020	\$718,727	\$803,924	\$774,316	\$774,315
5711	WORKER'S COMP	\$500,829	\$570,858	\$745,360	\$665,360	\$655,360
5975	TRANSFER TO TRUST	\$464	\$0	\$0	\$0	\$0
	SUBTOTAL	\$1,170,313	\$1,289,585	\$1,549,284	\$1,439,676	\$1,429,675
	TOTAL GENERAL INSURANCE	\$1,170,313	\$1,289,585	\$1,549,284	\$1,439,676	\$1,429,675

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.

Fiscal Year	Beginning Balance	Appropriations	Earnings	Expenditures	Closing Balance
2024	\$ 657,785	\$ 168,100	\$ 35,418	\$ 211,006	\$ 650,297
2023	\$ 632,729	\$ 164,000	\$ 25,056	\$ 164,000	\$ 657,785
2022	\$ 540,921	\$ 160,000	\$ 1,710	\$ 69,902	\$ 632,729
2021	\$ 380,837	\$ 160,000	\$ 714	\$ 630	\$ 540,921
2020	\$ 374,563	\$ 160,000	\$ 6,274	\$ 160,000	\$ 380,837
2019	\$ 357,190	\$ 160,000	\$ 4,084	\$ 146,711	\$ 374,563
2018	\$ 286,342	\$ 160,000	\$ 3,145	\$ 92,297	\$ 357,190
2017	\$ 275,494	\$ 160,000	\$ 1,532	\$ 150,684	\$ 286,342
2016	\$ 265,422	\$ 158,000	\$ 758	\$ 148,686	\$ 275,494
2015	\$ 59,446	\$ 395,000	\$ 262	\$ 189,286	\$ 265,422
2014	\$ 15,112	\$ 200,000	\$ 148	\$ 155,814	\$ 59,446

UNEMPLOYMENT COMPENSATION		FY2023	FY2024	FY2025	FY2026	FY2026
UNEMPLOYMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019132	UNEMPLOYMENT COMPENSATION					
	5712 UNEMPLOYMENT COMP	\$164,000	\$134,341	\$172,303	\$126,610	\$126,610
	5975 TRANSFER TO TRUST FUNDS	\$0	\$24,574	\$0	\$0	\$0
	SUBTOTAL	\$164,000	\$158,915	\$172,303	\$126,610	\$126,610
	TOTAL UNEMPLOYMENT COMP	\$164,000	\$158,915	\$172,303	\$126,610	\$126,610

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. Beginning in FY18, all new employees began to pay 30% towards the cost of their health insurance.

The Town Manager's recommended FY2026 appropriation for employee and retiree health insurance is \$27,649,530. This budget recommendation is based on an estimated increase in plan renewal rates effective July 1, 2025.

HEALTH INSURANCE		FY2023	FY2024	FY2025	FY2026	FY2026
HEALTH INSURANCE		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019142	HEALTH INSURANCE EXPENSES					
	5206 HEALTH INSURANCE	\$23,034,797	\$19,737,524	\$25,135,936	\$27,649,530	\$27,649,530
	5975 TRANSFER TO TRUST	\$0	\$4,097,570	\$0	\$0	\$0
	SUBTOTAL	\$23,034,797	\$23,835,094	\$25,135,936	\$27,649,530	\$27,649,530
	TOTAL HEALTH INSURANCE	\$23,034,797	\$23,835,094	\$25,135,936	\$27,649,530	\$27,649,530

OTHER POST EMPLOYMENT BENEFITS (OPEB)

Other Post Employment Benefits (OPEB)

Other Post Employment Benefits (OPEB) refers to retiree benefits other than pensions, which primarily includes health insurance, but also includes benefits such as dental, vision, life, long-term disability and long-term care benefits, if and when offered. In 2004 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.” These statements were then replaced by Statement No. 74 “Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans” and Statement No. 75 “Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions, which replaced Statement No. 45” in 2015. These actions mandated that all U.S. governmental entities publicly disclose their OPEB costs and liabilities. The Town of Andover has conducted actuarial valuations every year since 2009. The OPEB Liability as of June 30, 2024 is \$121,957,195.

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.

For FY2026, the Town Manager is recommending a total appropriation of \$2,087,869 from the following sources: \$1,964,349 from general fund, and \$97,178 from water rates and \$26,342 from sewer rates. The appropriation is a 4.6% increase from the FY2025 budget.

OPEB			FY2023	FY2024	FY2025	FY2026	FY2026
OTHER POST EMPLOYMENT BENEFITS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019152	OPEB						
	5950	FIXED COSTS	\$1,753,413	\$1,812,834	\$1,874,364	\$1,964,349	\$1,964,349
		SUBTOTAL	\$1,753,413	\$1,812,834	\$1,874,364	\$1,964,349	\$1,964,349
		TOTAL OPEB	\$1,753,413	\$1,812,834	\$1,874,364	\$1,964,349	\$1,964,349

RETIREMENT FUND / COMPENSATION FUND / RESERVE 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.

In June of 2021, Annual Town Meeting and voters at the ballot box approved the Town's pension obligation bond plan, which fundamentally changes the funding strategy for the Town's pension liability. The longstanding funding schedule that required annual and compounding increases has been replaced with a debt schedule that is largely fixed through 2040. In December of 2021, the Town moved forward with a pension obligation bond issuance that yielded an interest cost of 2.367%. The issuance was the last step of a two-year planning and community engagement process that will result in an approximately \$142 million in savings through 2040. 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. The pension system is currently 96% funded as a result of the plan and the Town's commitment to managing the liability moving forward.

RETIREMENT		FY2023	FY2024	FY2025	FY2026	FY2026
RETIREMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019112	RETIREMENT EXPENSES					
5721	PENSION CONTRIBUTORY	\$6,253,956	\$7,124,844	\$7,481,089	\$7,855,142	\$7,855,142
	SUBTOTAL	\$6,253,956	\$7,124,844	\$7,481,089	\$7,855,142	\$7,855,142
	TOTAL RETIREMENT	\$6,253,956	\$7,124,844	\$7,481,089	\$7,855,142	\$7,855,142

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.

COMPENSATION FUND		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011301	COMPENSATION FUND SALARIES					
5199	COMPENSATION PLAN	\$296,339	\$0	\$0	\$1,150,000	\$1,135,000
	SUBTOTAL	\$296,339	\$0	\$0	\$1,150,000	\$1,135,000
	TOTAL COMPENSATION FUND	\$296,339	\$0	\$0	\$1,150,000	\$1,135,000

RETIREMENT FUND / COMPENSATION FUND / RESERVE FUND

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		FY2023	FY2024	FY2025	FY2026	FY2026
		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011322	RESERVE FUND EXPENSES					
	5700 UNCLASSIFIED EXP	\$0	\$100,000	\$321,323	\$200,000	\$200,000
	SUBTOTAL	\$0	\$100,000	\$321,323	\$200,000	\$200,000
	TOTAL RESERVE FUND	\$0	\$100,000	\$321,323	\$200,000	\$200,000



SECTION 6

Long Range Financial Plan

LONG RANGE FINANCIAL PLAN

	FY2025	\$ Change	% Change	FY2026	\$ Change	% Change	FY2027	\$ Change	% Change	FY2028	\$ Change	% Change	FY2029	\$ Change	% Change	FY2030	\$ Change	% Change
REVENUE																		
Property Taxes																		
Prior Year Levy	175,279,716	6,155,899	3.64%	181,930,059	6,650,878	3.79%	188,410,281	6,479,687	3.56%	195,051,860	6,641,679	3.53%	201,859,681	6,807,721	3.49%	208,837,595	6,977,914	3.46%
2-1/2% Increase	4,381,993	153,897	3.64%	4,548,265	166,272	3.79%	4,710,257	161,992	3.56%	4,876,999	166,042	3.53%	5,046,492	170,193	3.49%	5,220,940	174,448	3.46%
New Growth	2,268,885	341,091	17.69%	1,931,422	(337,463)	(14.87%)	1,931,422	-	0.00%	1,931,422	-	0.00%	1,931,422	-	0.00%	1,931,422	-	0.00%
Unused Excess Levy Capacity	(646,026)	663,039	(50.65%)	(300,000)	346,026	(53.56%)	(300,000)	-	0.00%	(300,000)	-	0.00%	(300,000)	-	0.00%	(300,000)	-	0.00%
Exempt Revenue	10,491,667	(874,004)	(7.69%)	10,171,670	(319,997)	(3.05%)	9,777,885	(393,785)	(3.87%)	9,551,638	(216,247)	(2.31%)	9,325,786	(223,852)	(2.36%)	9,096,917	(228,869)	(2.45%)
Total Property Taxes	191,776,235	6,439,913	3.47%	198,281,951.19	6,509,716	3.39%	204,529,848	6,247,894	3.15%	211,111,319	6,581,474	3.22%	217,863,381	6,592,062	3.20%	224,786,874	6,923,493	3.16%
State Aid	17,270,208	440,585	2.60%	17,809,786	539,578	3.12%	18,116,834	307,048	1.72%	18,467,257	350,422	1.91%	18,824,687	357,431	1.94%	19,189,267	364,579	1.94%
Local Revenues	11,967,374	188,007	1.60%	13,183,523	1,216,148	10.16%	13,487,874	304,351	2.31%	13,623,903	136,029	1.01%	13,842,140	218,238	1.60%	14,156,880	314,739	2.27%
Free Cash for GP & Articles	2,035,000	(854,172)	(29.56%)	3,865,000	1,830,000	89.93%	3,185,275	(679,725)	(17.59%)	2,900,113	(285,162)	(9.85%)	1,901,056	(999,057)	(34.45%)	2,238,250	337,194	17.74%
Indirect Charges and Bond Offsets	100,000	(2,074,690)	(95.40%)	250,000	150,000	60.00%	100,000	(150,000)	(60.00%)	100,000	-	0.00%	100,000	-	0.00%	100,000	-	0.00%
TOTAL REVENUE	223,148,818	4,139,643	1.89%	233,390,260	10,241,442	4.59%	239,419,828	6,029,569	2.58%	246,202,592	6,782,763	2.83%	252,531,265	6,328,673	2.57%	260,471,271	7,840,006	3.14%
EXPENSES																		
Capital and Debt Service																		
Non-Exempt Debt Service	14,862,946	724,983	5.13%	15,505,622	642,676	4.32%	15,135,948	(369,674)	(2.38%)	15,330,111	194,163	1.28%	15,426,876	96,765	0.63%	15,570,501	143,625	0.92%
Exempt Debt Service	13,042,920	1,677,249	14.76%	12,892,030	(150,890)	(1.16%)	12,691,145	(200,885)	(1.56%)	12,640,820	(50,325)	(0.40%)	12,585,296	(55,524)	(0.44%)	12,526,309	(58,987)	(0.47%)
Cash Capital	2,634,000	(1,566,000)	(37.37%)	2,603,538	(20,472)	(0.78%)	2,743,940	139,412	5.35%	2,926,572	183,633	6.69%	2,981,251	54,678	1.87%	3,146,459	165,208	5.54%
Variances from GP - 7.5%							587,416			(689,748)			102,332			935,458		
Capital Offsets							(200,000)			(268,760)			(69,750)			(98,125)		
Total Capital and Debt Service	30,539,866	856,232	2.82%	30,801,180	271,314	0.89%	30,957,449	156,269	0.51%	31,316,502	361,053	1.17%	31,668,801	370,299	1.18%	32,070,602	401,801	1.26%
Obligations																		
Andover/Contributory Retirement	7,155,247	30,603	0.43%	7,996,311	840,967	11.75%	7,996,311	380,697	4.77%	8,396,126	399,816	5.00%	8,815,932	419,806	5.00%	9,256,730	440,798	5.00%
Health Insurance	24,649,273	814,179	3.42%	27,372,059	2,722,786	11.05%	30,161,416	2,789,358	10.19%	32,272,715	2,111,299	7.00%	34,531,805	2,259,090	7.00%	36,949,032	2,417,226	7.00%
Other Post-Employment Benefits	1,874,364	61,550	3.39%	1,964,349	89,985	4.80%	2,058,835	94,485	4.81%	2,158,054	99,219	4.82%	2,262,254	104,200	4.83%	2,371,695	109,441	4.86%
Insurance/Workers' Comp	1,329,699	49,299	3.85%	1,247,777	(81,922)	(6.16%)	1,374,555	124,778	10.00%	1,509,810	137,255	10.00%	1,660,791	150,981	10.00%	1,826,870	166,079	10.00%
Unemployment Compensation	156,303	(11,798)	(7.02%)	117,747	(38,555)	(24.67%)	120,691	2,944	2.50%	123,708	3,017	2.50%	126,801	3,093	2.50%	129,971	3,170	2.50%
Solid Waste	4,140,132	315,771	100.00%	4,303,900	163,768	3.96%	4,531,746	227,846	5.29%	4,771,898	240,151	5.30%	5,025,023	253,125	5.30%	5,291,827	266,804	5.31%
Total Obligations	39,305,018	1,259,585	3.31%	42,651,446	3,316,428	8.44%	46,241,553	3,620,107	8.44%	49,233,311	2,990,759	6.47%	52,422,606	3,190,294	6.48%	55,826,124	3,409,519	6.49%
Expenses - Other																		
State Assessments	864,687	(245,527)	(28.28%)	893,743	29,056	3.36%	916,087	22,344	2.50%	938,989	22,902	2.50%	962,463	23,475	2.50%	986,525	24,062	2.50%
Technical School Assessments	1,351,587	39,367	3.00%	1,392,134	40,547	3.00%	1,433,898	41,764	3.00%	1,476,915	43,017	3.00%	1,521,223	44,307	3.00%	1,566,859	45,637	3.00%
Overlay Reserve	900,000	275,000	44.00%	800,000	(100,000)	(11.11%)	800,000	-	0.00%	800,000	-	0.00%	800,000	-	0.00%	800,000	-	0.00%
Warrant Articles - Taxation	1,052,033	740,033	237.19%	914,000	(138,033)	(13.12%)	914,000	(413,000)	(45.19%)	914,000	103,712	20.70%	914,000	103,712	20.70%	914,000	103,712	20.70%
Warrant Articles - Free Cash	2,035,000	(854,172)	(29.56%)	3,865,000	1,830,000	89.93%	3,185,275	(679,725)	(17.59%)	2,900,113	(285,162)	(9.85%)	1,901,056	(999,057)	(34.45%)	2,238,250	337,194	17.74%
Other - Judgments/Deficits	-	(78,347)	(100.00%)	150,000	150,000	100.00%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%
Total Expenses - Other	6,203,307	(123,646)	(1.95%)	8,014,877	1,811,570	29.20%	6,986,260	(1,028,617)	(12.83%)	6,870,729	(115,531)	(1.65%)	6,065,613	(805,116)	(11.72%)	6,602,874	537,361	8.66%
Expenses - Town Operations																		
Town Budget	44,674,578	1,313,746	3.03%	45,903,129	1,228,551	2.75%	47,165,465	1,262,336	2.75%	48,462,515	1,297,050	2.75%	49,795,234	1,332,719	2.75%	51,164,603	1,369,369	2.75%
Transfers	576,875	56,875	10.94%	800,003	223,128	38.69%	695,125	(104,877)	(13.11%)	750,628	55,503	7.98%	806,241	55,613	7.41%	861,964	55,724	6.91%
Offsets	(902,247)	(1,347,510)	(149.34%)	(1,448,573)	(1,048,573)	(72.47%)	(1,448,573)	-	0.00%	(1,448,573)	-	0.00%	(1,448,573)	-	0.00%	(1,448,573)	-	0.00%
Total Town Budget	44,349,206	468,374	1.07%	45,355,622	1,006,416	2.27%	46,412,017	1,056,395	2.33%	47,655,927	1,243,910	2.63%	50,601,475	2,945,548	6.18%	52,026,569	1,425,094	2.87%
Expenses - School Operations																		
School Budget	103,619,046	4,018,122	4.03%	107,504,760	3,885,714	3.75%	111,536,189	4,031,429	3.75%	115,718,796	4,182,607	3.75%	120,058,251	4,339,455	3.75%	124,860,435	4,502,184	3.75%
Offsets and Transfers	(857,625)	16,375	(1.87%)	(907,625)	(50,000)	(5.83%)	(957,625)	(50,000)	(5.22%)	(1,007,625)	(50,000)	(5.00%)	(1,057,625)	(50,000)	(4.96%)	(1,107,625)	(50,000)	(4.73%)
Total School Budget	102,761,421	4,034,497	4.09%	106,597,135	3,835,714	3.73%	110,578,564	3,981,429	3.74%	114,711,171	4,132,607	3.74%	119,000,626	4,289,455	3.74%	123,452,810	4,452,184	3.74%
TOTAL APPROPRIATIONS	223,148,818	6,439,643	2.99%	233,390,260	10,241,442	4.59%	241,175,843	7,785,583	3.34%	249,788,640	8,632,797	3.57%	259,779,120	9,900,480	4.00%	269,979,079	10,199,959	3.93%
Balance	0	0	0.00%	0	0	0.00%	(1,756,014)	(1,586,048)	(89.80%)	(3,586,048)	(1,747,855)	(48.72%)	(7,247,855)	(3,586,048)	(49.18%)	(9,507,809)	(4,921,754)	(51.77%)

The Long Range Financial Plan often shows deficits in future years as a result of current budgeting practices. Future budgets will be balanced and adjustments to the plan will be discussed in advance of the release of the FY 2027 budget.



SECTION 7

Property Tax Information

PROPERTY TAX INFORMATION

What is Proposition 2 ½?

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

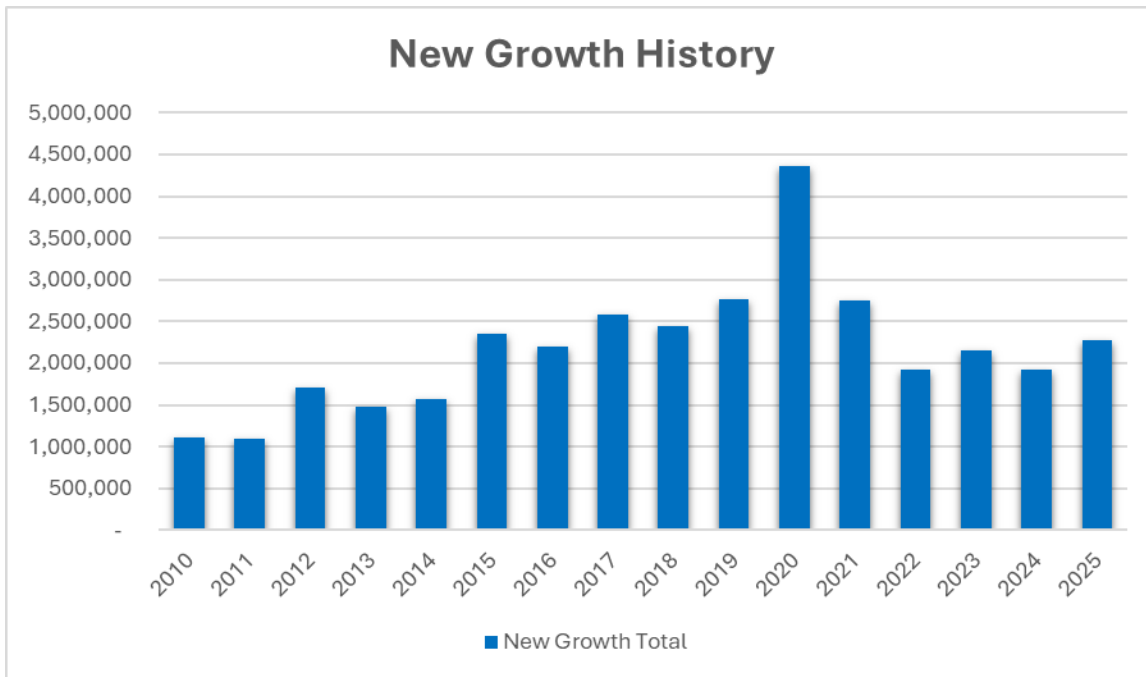
Fiscal Year	Prop 2 1/2 Tax Levy Limit	Excess Tax Levy Capacity	Actual Tax Levy Within Prop 2 1/2	Additional Taxes Debt Exclusion	Total Tax Levy	% Increase Total Tax Levy
*2026	188,410,281	300,000	188,110,281	10,171,670	198,281,951	3.4%
2025	181,930,594	590,591	181,340,003	10,491,667	191,831,670	5.0%
2024	175,279,716	1,579,173	173,700,543	8,987,064	182,687,607	4.5%
2023	169,123,819	839,830	168,283,987	6,494,267	174,778,254	5.6%
2022	162,894,022	434,719	162,459,303	3,000,574	165,459,877	3.7%
2021	157,043,310	1,084,772	155,958,538	3,530,110	159,488,649	5.2%
2020	150,531,621	2,702,735	147,828,886	3,782,989	151,611,876	4.3%
2019	142,600,950	1,133,564	141,467,386	3,902,896	145,370,283	4.3%
2018	136,417,581	1,105,873	135,311,707	4,040,852	139,352,561	4.8%
2017	130,709,371	1,323,435	129,385,935	3,597,424	132,983,361	4.1%
2016	124,996,152	1,603,771	123,392,381	4,304,490	127,696,871	4.5%
2015	119,797,140	2,001,783	117,795,354	4,438,406	122,233,763	4.0%
2014	114,580,069	352,631	114,227,432	3,278,583	117,506,432	5.0%
2013	110,260,241	715,811	109,544,429	2,349,085	111,893,513	2.8%
2012	106,128,017	201,319	105,926,697	2,947,458	108,874,156	4.0%
2011	101,868,863	70,925	101,797,938	2,860,362	104,658,300	3.3%
2010	98,313,489	60,863	98,252,625	3,037,491	101,290,116	3.4%

*Projection - based on budget and warrant article recommendations for the 2025 Annual Town Meeting

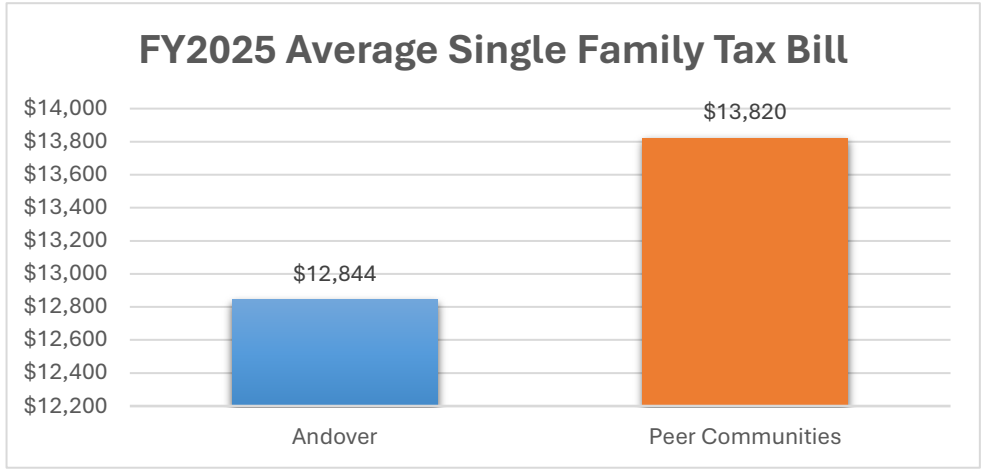
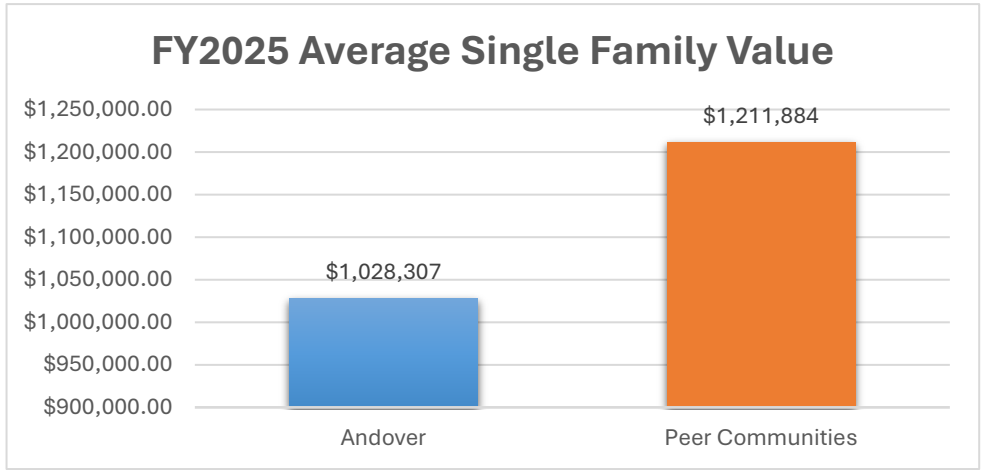
PROPERTY TAX INFORMATION

Tax Growth from New Construction Activities

Fiscal Year	Residential/Open Space	Commercial/Industrial	Personal Property	New Growth Total	New Growth Town Meeting Estimate
2025	395,085	287,682	1,586,118	2,268,885	1,931,422
2024	332,966	898,326	696,512	1,927,804	1,931,422
2023	618,520	317,023	1,221,901	2,157,444	1,931,422
2022	716,694	649,410	558,524	1,924,628	1,931,422
2021	490,212	142,881	2,115,305	2,748,398	1,931,422
2020	1,322,590	648,436	2,394,621	4,365,647	2,471,589
2019	1,470,670	371,791	930,468	2,772,929	2,229,752
2018	1,132,911	478,376	829,189	2,440,476	2,039,798
2017	682,379	59,777	1,846,160	2,588,316	1,800,000
2016	852,206	353,649	998,228	2,204,083	1,800,000
2015	692,776	122,768	1,536,599	2,352,143	1,500,000
2014	593,070	107,515	863,155	1,563,740	1,500,000
2013	714,513	14,767	749,742	1,479,022	1,300,000
2012	470,623	71,686	1,170,123	1,712,432	1,097,538
2011	305,829	57,071	734,640	1,097,539	1,000,000
2010	271,613	109,918	722,005	1,103,536	1,500,000



PROPERTY TAX INFORMATION

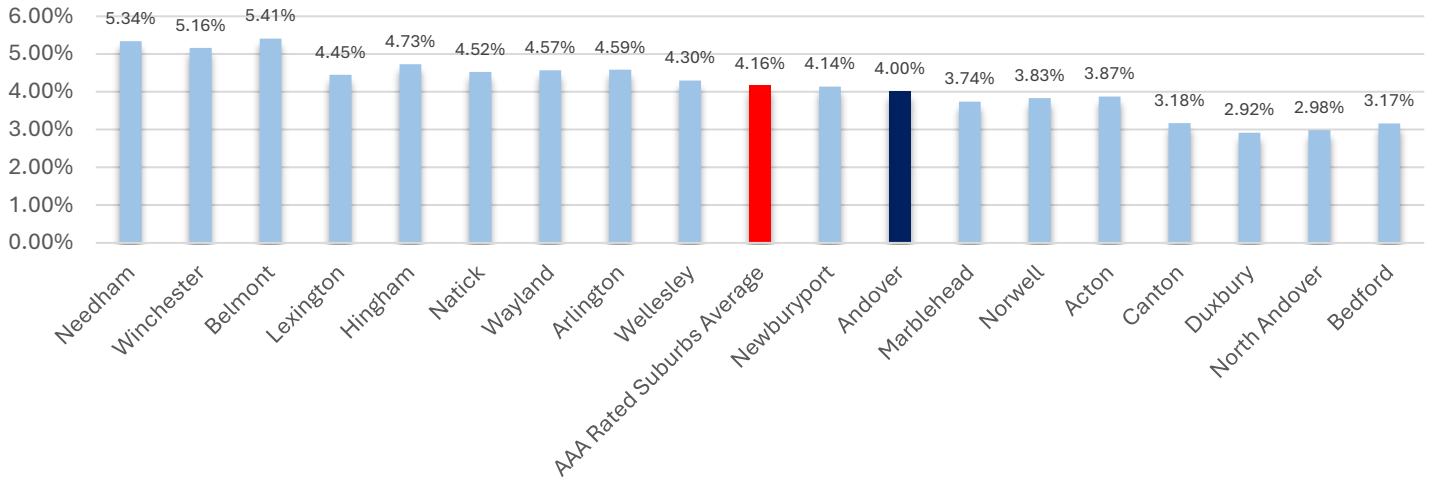


FY2025 Valuation Breakdown - Single Family Homes

Valuation Range (\$)	Number of Parcels	Percent of Total (Count)
0 to 300,000	3	0.0%
300,001 to 400,000	21	0.2%
400,001 to 500,000	74	0.8%
500,001 to 600,000	329	3.8%
600,001 to 700,000	720	8.2%
700,001 to 800,000	1,138	13.0%
800,001 to 900,000	1,486	17.0%
900,001 to 1,000,000	1,380	15.8%
1,000,001 to 1,100,000	967	11.0%
1,100,001 to 1,200,000	696	7.9%
1,200,001 to 1,300,000	545	6.2%
1,300,001 to 1,400,000	377	4.3%
1,400,001 to 1,500,000	241	2.8%
1,500,001 to 2,000,000	547	6.2%
2,000,000 and up	233	2.7%
Total	8,757	100.0%

PROPERTY TAX INFORMATION

10 Year Avg. Annual % Increase in Single Family Tax Bills AAA Bond Rated Suburbs - FY16 to FY25



	Average Single Family Tax Bill - FY2016	Average Single Family Tax Bill - FY2025	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	\$8,945	\$12,844	\$3,899	\$409	43.59%	4.00%
AAA Rated Suburbs Average	\$9,449	\$13,766	\$4,317	\$458	45.06%	4.16%

Municipality	Average Single Family Tax Bill - FY2016	Average Single Family Tax Bill - FY2025	10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Acton	\$10,382	\$14,918	\$4,536	\$462	43.69%	3.87%
Andover	\$8,945	\$12,844	\$3,899	\$409	43.59%	4.00%
Arlington	\$7,493	\$11,600	\$4,107	\$409	54.81%	4.59%
Bedford	\$9,103	\$11,876	\$2,773	\$310	30.46%	3.17%
Belmont	\$11,656	\$18,775	\$7,119	\$746	61.08%	5.41%
Canton	\$6,285	\$8,181	\$1,896	\$216	30.17%	3.18%
Duxbury	\$9,744	\$12,595	\$2,851	\$310	29.26%	2.92%
Hingham	\$9,001	\$13,610	\$4,609	\$489	51.21%	4.73%
Lexington	\$12,955	\$18,502	\$5,547	\$638	42.82%	4.45%
Marblehead	\$7,974	\$11,020	\$3,046	\$333	38.20%	3.74%
Natick	\$6,868	\$10,500	\$3,632	\$367	52.88%	4.52%
Needham	\$9,587	\$15,523	\$5,936	\$614	61.92%	5.34%
Newburyport	\$6,969	\$9,866	\$2,897	\$322	41.57%	4.14%
North Andover	\$6,967	\$9,294	\$2,327	\$232	33.40%	2.98%
Norwell	\$9,495	\$13,333	\$3,838	\$410	40.42%	3.83%
Wayland	\$11,730	\$17,854	\$6,124	\$625	52.21%	4.57%
Wellesley	\$13,971	\$19,792	\$5,821	\$666	41.66%	4.30%
Winchester	\$10,948	\$17,703	\$6,755	\$683	61.70%	5.16%



SECTION 8

FY 2026 Capital Improvement Program

CAPTIAL IMPROVEMENT PROGRAM

FISCAL YEAR 2026 CAPITAL IMPROVEMENT PROGRAM (CIP)

Town Manager's Recommendations and Funding Summary

The Town's Department Heads submitted CIP requests totaling \$36,007,542 for FY2026. 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 FY2026 CIP of \$23,639,722 from the following funding sources:

General Fund Revenue:	\$ 2,603,528
Free Cash:	\$ 3,865,000
General Fund Non-Exempt Borrowing:	\$ 4,830,000
Special Dedicated Funds:	\$ 2,041,194
Water & Sewer Enterprise Funds:	\$ 10,300,000

Town Manager's Total CIP Recommendation for FY2026: \$ 23,639,722

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 FY2026 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

ANF-3	Participatory Capital Budgeting	\$50,000
CDP-1	Invasive Species Management and Education	\$42,340
CDP-3	Mary French Boardwalk Restoration and Accessibility	\$30,448
DPW-7	Public Works Vehicles – Small	\$99,000
DPW-28	Spring Grove Cemetery Maintenance	\$20,000
SUS-1	Shawsheen River Stream and Rain Gage	\$21,740
FAC-1	Town Projects – Buildings	\$515,000
FAC-2	Town Projects – Mechanical & Electrical	\$440,000
FAC-4	Town Vehicles	\$100,000
SCH-1	School Wide Maintenance Program	\$1,000,000
SCH-2	School Projects by Building	\$285,000

Total from General Fund Revenue \$2,603,528

From Free Cash:

It is recommended that the following projects be funded with Free Cash:

TM-1	Purchase of Resident Trash & Recycling Carts	\$600,000
DPW-2	Minor Sidewalk Repairs	\$250,000
DPW-4	Town Sidewalk Program	\$550,000
DPW-15	Hazardous Tree Removal	\$75,000
DPW-44	Shawsheen Culvert Study	\$150,000
FIR-3	Cordless Battery Operated Rescue Tools	\$60,000
IT-1	Annual Staff Device Refresh	\$300,000
IT-2	Annual Student Device Refresh	\$150,000
IT-3	IT Infrastructure	\$550,000
POL-1	Police Vehicle Replacement	\$210,000
PS-1/FIR-2	Public Safety Simulcast Radio	\$450,000
FIR-2	Multi Band Portable Radios	\$275,000
FAC-6	Major Town Projects (Public Safety Center Roof)	\$245,000

Total from Free Cash \$3,865,000

CAPTIAL IMPROVEMENT PROGRAM

From General Fund Non-Exempt Borrowing:

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

DPW-7	Public Works Vehicles – Large	\$300,000
DPW-8	Minor Storm Drain Improvements	\$100,000
DPW-23	Elm Square Safety Improvements	\$600,000
FAC-5	Town Parks & Playgrounds	\$495,000
FAC-6	Major Town Projects	\$2,090,000
FIR-1	Fire Rescue Vehicles	\$565,000
SCH-5	Major School Projects	\$680,000

Total from General Fund Borrowing **\$4,830,000**

From Special Dedicated Funds:

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

DPW-1	Major Annual Road Maintenance (Ch 90)	\$2,041,194
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Total from Special Dedicated Funds **\$2,041,194**

From Water and Sewer Enterprise Funds:

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

DPW-14	Major Water Main Replacement/Dist. Improvement Projects (WEB)	\$6,000,000
DPW-18	Granular Activated Carbon (WEB)	\$300,000
DPW-27	Wood Hill Pumps and Motor Control Centers (WEB)	\$650,000
DPW-29	Fish Brook Pumping Station (WEB)	\$500,000
DPW-32	Shawsheen Pumping Station (SEB)	\$1,000,000
DPW-36	Raw Water Pumping Station (WEB)	\$1,850,000

WEB – Water Enterprise Borrowing

SEB – Sewer Enterprise Borrowing

Total from Water & Sewer Enterprise Funds **\$10,300,000**

CIP Total for FY26 **\$23,539,722**



SECTION 9

Budget Process, Requirements, and 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 Chief Administrative & Financial Officer (CAFO) 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 CAFO and Town Manager by the end of December. During the month of January, the Town Manager and CAFO 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
2014	3,963,320	2.94%	3,300,000	663,320
2015	5,761,265	3.96%	4,821,083	940,182
2016	4,843,241	3.20%	3,793,000	1,050,241
2017	5,062,537	3.18%	1,825,000	3,237,537
2018	8,912,647	5.34%	2,714,000	6,198,647
2019	8,807,910	5.20%	3,610,000	5,197,910
2020	9,563,348	5.35%	3,428,870	6,134,478
2021	9,360,482	4.56%	3,628,652	5,731,830
2022	8,224,998	4.30%	3,414,292	4,810,706
2023	10,079,412	5.08%	2,903,172	7,176,240
2024	14,919,306	7.10%	2,926,792	11,992,514

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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.
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.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

- 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 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

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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.

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.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

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.

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.

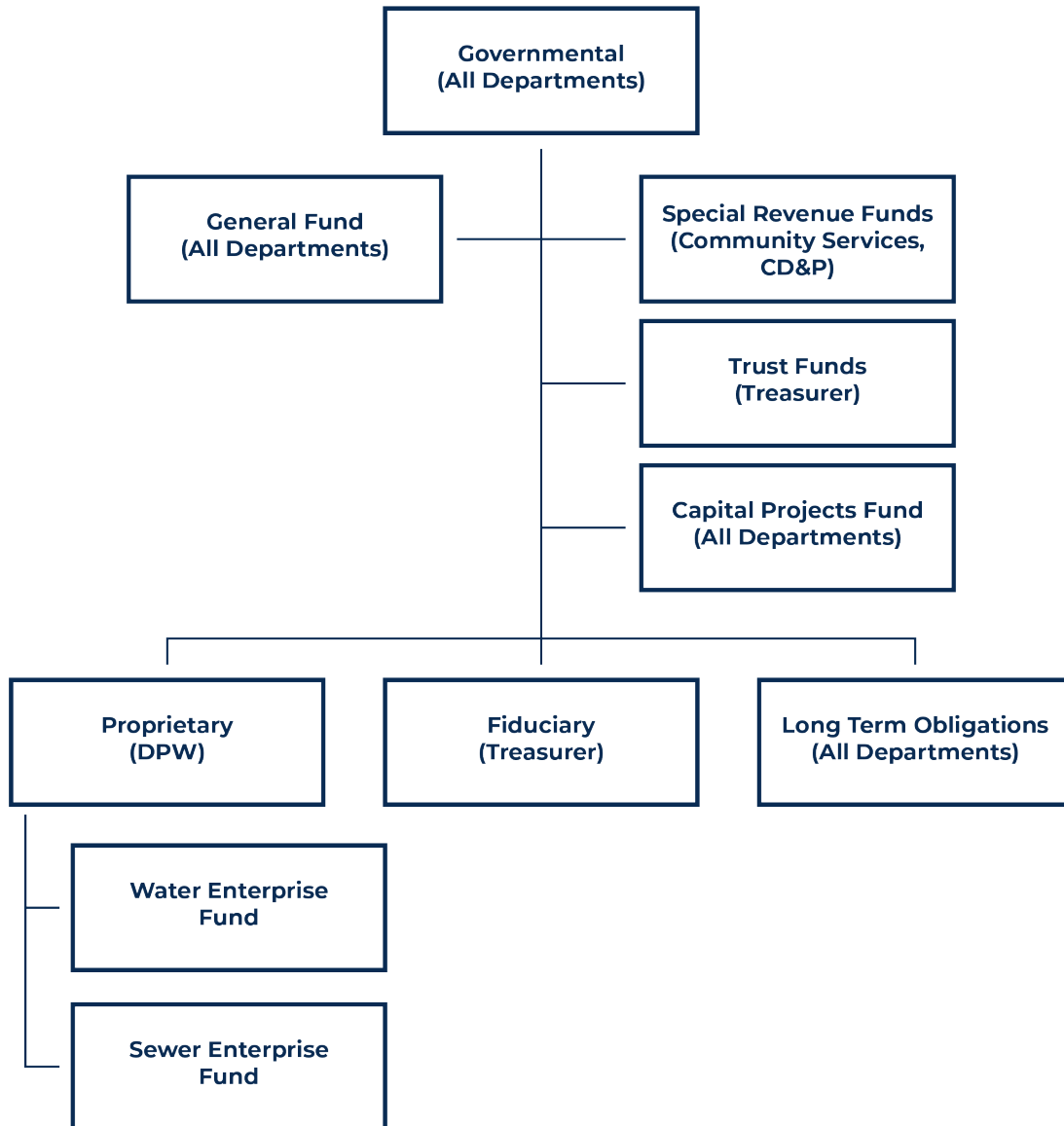
BASIS OF BUDGETING

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.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FUND RELATIONSHIP





SECTION 10

Credit Rating Information

RatingsDirect®

Summary:

Andover, Massachusetts; General Obligation; Note

Primary Credit Analyst:

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

Secondary Contact:

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

Table Of Contents

Credit Highlights

Outlook

Credit Opinion

Summary:

Andover, Massachusetts; General Obligation; Note

Credit Profile

US\$39.365 mil GO muni purp loan bnds ser 2024 due 12/01/2054		
<i>Long Term Rating</i>	AAA/Stable	New
Andover GO		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Andover GO mun purp ln		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Andover GO mun purp loan of 2022 bnds ser 2022 due 07/15/2052		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Andover GO BANs		
<i>Short Term Rating</i>	SP-1+	Affirmed

Credit Highlights

- S&P Global Ratings assigned its 'AAA' long-term rating to the Town of Andover, Mass.' \$39.365 million series 2024 general obligation (GO) bonds.
- At the same time, we affirmed our 'AAA' rating on the town's existing GO debt and our 'SP-1+' short-term rating on existing bond anticipation notes.
- The outlook on the long-term ratings is stable.
- The rating reflects the application of our methodology for rating U.S. governments, published Sept. 9, 2024.

Security

The town's full-faith-and-credit pledge, subject to Proposition 2 1/2 limitations, secures the bonds and debt outstanding. We rate the bonds 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 do not make a rating distinction between the town's limited- and unlimited-tax GO pledges.

Bond proceeds will finance various general capital, water/sewer projects, and school projects.

Credit overview

The rating reflects Andover's above-average economic base, comprehensive and forward-looking management framework, and consistently balanced financial results within a predictable revenue environment. Although the town's available reserves compared with the budget remain somewhat below that of peers despite nominal fund balance growth, and Andover's net debt burden is somewhat elevated given previous issuances funding its pension obligation and major school projects, we believe liabilities are relatively affordable and thoughtfully supported by management. The rating also incorporates our view of Andover's comparably stronger income metrics, which are well above the

150% threshold and higher than state and national peers at the current rating level, providing a solid economic base to support financial operations and debt issuances.

Credit fundamentals supporting the 'AAA' GO rating include:

- Andover's substantially higher income metrics compared with those of Essex County and U.S. levels, which offset the county's average economic output metrics. The town's wealthy economic base provides rating stability despite elevated debt metrics.
- A forward-looking and comprehensive management environment. Budgeting assumptions are supported by multiyear financial and capital planning that is incorporated into the annual budget process. The formalized reserve, investment, and debt management policies also guide operations.
- Positive financial trends, as demonstrated by estimated fiscal 2024 year-end surplus results, which will further increase available fund balance levels. While the town budgets a portion of the fund balance (known as free cash) annually for pay-as-you-go capital, we anticipate balanced results will likely sustain reserves near current levels.
- Affordable fixed costs from debt and retirement liabilities despite higher debt per-capita metrics; however, since the town issued debt to fund its pension obligation the debt metric incorporates the liability that would otherwise be calculated in our net pension liability per-capita metric.
- For more information on our institutional framework assessment for Massachusetts municipalities, see "Institutional Framework Assessment: Massachusetts Local Governments," published Sept. 9, 2024, on RatingsDirect.

Environmental, social and governance

We analyzed Andover's environmental, social, and governance risks relative to the town's 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.

Rating above the sovereign

Andover's GO bonds are eligible to be rated above the sovereign based on our criteria "Ratings Above The Sovereign--Corporate And Government Ratings: Methodology And Assumptions," published Nov. 19, 2013, because we think the town can maintain better credit characteristics than the nation in a stress scenario. Property taxes are the primary general fund revenue source, comprising 75% of general fund revenue, and the town also has independent taxing authority and treasury management from the federal government.

Outlook

The stable outlook reflects our opinion that growth in Andover's already-robust tax base will result in continuous healthy financial performance, thereby sustaining reserves around current levels despite the town's regular practice to use a portion toward pay-as-you-go capital.

Downside scenario

We could consider a negative rating action if Andover's financial performance materially weakens, leading to significant and sustained draws on reserves, or if it were to issue significant debt that materially weakens debt metrics.

Credit Opinion

Economy

Andover's local economic profile, characterized by above-average local incomes and average county-level economic output, is a credit strength. The town is an affluent residential community about 20 miles north of Boston, providing residents with access to high-income employment throughout the greater Boston regional economy. Housing is still in high demand, resulting in increasing home values and town approval for mixed-use redevelopment and multifamily developments to meet the demand. We anticipate the town's economic base and stronger incomes will continue providing credit uplift given overall stability and opportunities for growth.

Management

Andover has well-embedded policies and forward-looking practices that drive decision-making and support balanced financial operations. Key policies and practices include:

- A five-year capital improvement plan that identifies projects and annual costs, and clearly identifies funding sources. The town has a five-year budget forecast that complements capital budgeting and uses both plans to inform its annual budget process.
- Use of trends and commonwealth estimates to develop annual revenue and expenditure assumptions. Budget performance is regularly monitored and reported monthly to the financial committee. Officials can make midyear budget adjustments if needed at a special town meeting.
- A formal debt management policy that limits debt service in any one year to 10% of budgeted general expenditures and targets principal amortization at 20 years. State statutes largely guide debt issuances.
- A formal reserve policy to maintain stabilization reserves at 3%-7% of expenditures for liquidity purposes. Officials have increased total fund balance levels to about 12%, which is still on the lower end compared with that of national peers but will likely be sustained at about current levels.

Performance

Andover's financial performance is typically breakeven to positive, averaging 0.5% over the past three years. Fiscal 2024 estimated year-end results indicate another likely surplus as local excise taxes outperformed budgeted figures and prior-year collections, which should result in an audited addition to the fund balance. Given that property taxes are the primary revenue source, the strength of Andover's economic base in turn supports the town's revenue-raising capabilities within the confines of the commonwealth's property tax limitations. Andover has also built up its excess levy capacity, which it could tap into without voter approval although it has no plans to do so. While Massachusetts local governments typically hold less in reserves compared to national peers, Andover's available fund balance has historically been below that of similarly rated state peers, but we believe this is somewhat offset by other credit strengths.

Debt

Although Andover's \$405 million net direct debt burden results in elevated debt per-capita metrics compared with the town's 'AAA' peers, this includes \$150 million remaining pension obligation bonds (POBs) that would otherwise be captured in our pension liability per-capita metric. However, debt service costs only comprise about 7% of the general

Summary: Andover, Massachusetts; General Obligation; Note

fund and we believe the costs will remain manageable in the budget. Andover will likely issue about \$25 million in spring 2025 to complete financing for the elementary school project but otherwise expects to fund its capital needs on a pay-as-you-go basis in the budget.

Andover's pension plan funding level improved significantly following the 2021 POB issuance; the Andover Contribution Retirement System is now about 89% funded, with a \$39.5 million net pension liability as of June 30, 2023. This also results in a relatively low pension liability on a per-capita basis. In addition, the town's approximately \$106 million net other postemployment benefit liability will remain a long-term budgetary consideration.

Table 1

Andover, Massachusetts--credit summary	
Institutional framework (IF)	2
Individual credit profile (ICP)	1.70
Economy	1.0
Financial performance	2
Reserves and liquidity	2
Management	1.00
Debt and liabilities	2.50

Table 2

Andover, Massachusetts--Key credit metrics				
	Most recent	2023	2022	2021
Economy				
Real GCP per capita % of U.S.	--	--	89	90
County PCPI % of U.S.	--	--	121	121
Market value (\$000s)	--	10,940,571	9,658,565	9,027,671
Market value per capita (\$)	--	295,947	260,311	250,122
Top 10 taxpayers % of taxable value	--	6.6	6.3	7.3
County unemployment rate (%)	--	3.5	3.8	6.0
Local median household EBI % of U.S.	--	203	203	198
Local per capita EBI % of U.S.	--	194	200	197
Local population	--	36,968	37,104	36,093
Financial performance				
Operating fund revenues (\$000s)	--	226,801	208,640	214,060
Operating fund expenditures (\$000s)	--	212,580	207,723	217,578
Net transfers and other adjustments (\$000s)	--	(8,296)	--	8
Operating result (\$000s)	--	5,925	917	(3,510)
Operating result % of revenues	--	2.6	0.4	(1.6)
Operating result three-year average %	--	0.5	0.3	0.1
Reserves and liquidity				
Available reserves % of operating revenues	--	12.1	10.5	9.7
Available reserves (\$000s)	--	27,413	21,889	20,831

Table 2

Andover, Massachusetts--Key credit metrics (cont.)				
	Most recent	2023	2022	2021
Debt and liabilities				
Debt service cost % of revenues	--	7.9	4.2	4.4
Net direct debt per capita (\$)	10,981	8,845	7,857	3,187
Net direct debt (\$000s)	405,932	326,974	291,543	115,045
Direct debt 10-year amortization (%)	48	--	--	--
Pension and OPEB cost % of revenues	--	5.0	79.0	9.0
NPLs per capita (\$)	--	1,114	--	4,940
Combined NPLs (\$000s)	--	41,200	--	178,313

Financial data may reflect analytical adjustments and are sourced from issuer audit reports or other annual disclosures. Economic data are generally sourced from S&P Global Market Intelligence, the Bureau of Labor Statistics, Claritas, and issuer audits and other disclosures. GCP--Gross county product. PCPI--Per capita personal income. EBI--Effective buying income. OPEB--Other postemployment benefits.

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SECTION 11

Glossary of Terms

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.
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).
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 roadway projects based on a formula under the provision of MGL Ch. 90 §34.
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.
Debt Exclusion:	A debt exclusion vote allows a town to raise tax revenue in addition to that generated under the Proposition 2½ levy. This additional tax revenue pay for debt (principal and interest) borrowed for a specific purpose.
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.

GLOSSARY OF TERMS

Enterprise Funds:	An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end.
Enterprise Fund Debt:	Debt service that is funded from Water & Sewer rates.
Equalized Valuations (EQVs):	The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year.
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 2026 runs from July 1, 2025 through June 30, 2026.
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.
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 fund balances are submitted to the State for certification. Certification of Free Cash is generally submitted to the Department of Revenue in the fall with final certification in late fall or early winter. Department of Revenue guidelines state that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.

GLOSSARY OF TERMS

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 or area on a community-wide basis. It 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, and 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.
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 increases by 2.5% each year.

GLOSSARY OF TERMS

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. Other non-appropriated expenses include: parking fine registry surcharge, and mosquito control district. Overlay reserve is also included in non-appropriated expenses.
Non-Exempt Debt:	Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
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.
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.
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.
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. Other- wise, 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 outstand- ing 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.